Backpacks for Kids

Business Plan

Rita Frost, Christine Goglia, Shuyuan Liu
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Executive Summary

Designed as a social-entrepreneurial endeavor, Backpacks for Kids is a program hoping to alleviate hunger among school children in the city of Wooster, Ohio. With dignity and respect to the participants of Backpacks for Kids, administration, volunteers, and the community alike will be providing these children with supplemental nutrition on the weekends that they otherwise would not enjoy. A number of statistics back our findings that hunger in school children leads to poor school performance, anxiety, nervousness, and a lowered amount of social interaction amongst their peers. A program that fills the gap of meals that are not provided on the weekend could potentially lessen these negative problems and sustain healthy developmental growth. Our mission speaks to the core of our values: we not only want this program to foster healthy physical growth, but academic and mental growth as well.

This sort of program would be completely unique to Wooster, Ohio. Backpacks for Kids could be the precedent for others in the community as well as the surrounding Wooster area. There are potentially 1,300 children in the Wooster Elementary system that would be eligible for this sort of a program. As of right now, we are willing and hopefully able to address the need at Parkview Elementary school: a school that has 133 children eligible for free lunch. We hope to instill inspiration within others in the community through our program in the hopes that they would help us fight the issue at hand. By inspiring hope, we wish to gain enough salience in order to reach the other elementary schools as soon as feasibly possible.

In order to help these children to the best of our abilities, we have outlined a plan this organization will follow. We will initially raise funds and apply for grants to cover the projected cost of around $11,000 per year. We think that while this may be a test to the community, it will ultimately show that the community is overwhelmingly willing to alleviate child hunger on the weekends. Once the appropriate amount of money has been accrued to cover start-up costs, we will approach one of three potential 501(c)(3)s in the community that we have identified as possible partners. Finally, we will establish a volunteer base. We will rely on the organization’s volunteer base as well as the College of Wooster’s. We have already determined that the College and other community organizations would add us as a volunteer agency on their lists that they make available to students wishing to become more involved in the Wooster community.

This program must be enacted as soon as possible. Child hunger is an epidemic in America, just as it is world-wide. We believe the best place to start fighting this problem is with elementary-aged students because it will promote healthy growth at a time when it is arguably most needed. The future of Wooster elementary students will be brighter the sooner this program is implemented. This sort of program is an enabler for healthy growth, confidence, and ability to achieve life goals. It is a program that can
create life-long effects. That is why it must be accepted, funded, and implemented as soon as possible.

**Organizational Plan**

**Business Summary**

*Mission*
Overall Mission: The mission of Backpacks for Kids is to provide nutritious food over the weekend to children in poverty attending the Wooster elementary schools that otherwise may not be provided sufficient meals. By providing backpacks of food to children eligible for free lunch, Backpacks for Kids is hoping to support the mental, physical and academic growth of these children.

Our mission, as a group, is: The mission of our group in Local Social Entrepreneurship is to conduct research and then develop a plan that is necessary to provide a stable foundation so the implementation of the Backpacks for Kids Program in Wooster may begin as quickly as possible.

*SWOT Analysis*
In order to set up the best strategy for our group, we used a planning method to evaluate the Strengths, Weaknesses, Opportunities, and Threats involved in our project.
Strategy

Creating a SWOT analysis of our group and project helped us determine what strategy we would undertake for Backpacks for Kids in Wooster, Ohio. In setting up our project, it was clear there would be an ideal plan and a realistic plan. Ideally, this project would give a solution to hunger within the Wooster community. It would additionally instill within the children who were involved with this program qualities such as confidence, overall good health, a higher level of educational abilities, and a sharpened attention span. The program, in the ideal, would be one that was implemented in all of the elementary schools within Wooster, Ohio and would be providing meals to children eligible for free lunch as well as reduced lunch. Other communities would look on the success of this program and then begin placing similar programs within their own cities’ elementary schools.

Realizing our group’s ideal goals is profitable as it helps determine the direction we want our project to eventually go. We are trying to solve the problem of hunger within the Wooster community. However, in order to accomplish anything in the beginning, we have had to narrow our idealism in an effort to achieve some feasible goals. Therefore, our group has recognized the fact that we may only be able to start with one elementary
school. Additionally, depending on how large the numbers are, we may need to narrow the number of children within the school receiving the backpacks to only the children who are eligible for free lunch, rather than free and reduced lunch.

Building on this idea that we will only be providing backpacks to children who exhibit the most immediate need, the number may be even further reduced after conducting a survey. The survey would be provided to all the children in the elementary school who are eligible for free lunch and would determine how many meals those children are receiving on the weekends without the backpack. This survey would make sure that the backpack of food was necessary. The issue we would be avoiding is the possibility that the children may sell or trade the food within the backpack for other items that could actually be detrimental to their health. Therefore, if we could determine those who absolutely needed a backpack, we could avoid this faulty potential.

Our strategy starting out is a process that gradually unfolds. Primarily, we performed a survey of the surrounding churches and organizations to determine what the community was doing to provide a solution to the hungry children in the community. The following chart sets out that data.

<table>
<thead>
<tr>
<th>Organization</th>
<th>Particular Solution</th>
<th>How Often?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Zion Lutheran Church</td>
<td>Evening Meal</td>
<td>Once a week-Sunday</td>
</tr>
<tr>
<td>United Methodist church</td>
<td>Evening Meal</td>
<td>Once a week- Thursday</td>
</tr>
<tr>
<td>Trinity United Church of Christ</td>
<td>Breakfast Meal</td>
<td>Monday-Friday</td>
</tr>
<tr>
<td>Salvation Army</td>
<td>Soup Kitchen open for Lunch</td>
<td>Monday-Friday</td>
</tr>
<tr>
<td>Highland Church of God</td>
<td>Breakfast Meal</td>
<td>Once a month- 1st Saturday</td>
</tr>
<tr>
<td>Seventh Day Adventist</td>
<td>Soup/Sandwiches</td>
<td>Once a week- Tuesday</td>
</tr>
</tbody>
</table>

We found, from this data, that while there were meals being provided, there was a gap since there was no program or organization that was specifically targeting children that may go hungry on the weekends. This helped reinforce the fact that Backpacks for Kids is a needed program within the community of Wooster, Ohio.

Considering the gap that was presented with this information, our group looked specifically to the elementary schools to determine those children eligible for free and reduced lunch. The following chart illustrates our findings.

<table>
<thead>
<tr>
<th>School</th>
<th>Current Enrollment</th>
<th>Free Lunch</th>
<th>Reduced Lunch</th>
<th>Total</th>
<th>Pct Free Lunch out of CE</th>
</tr>
</thead>
</table>

5
As this chart depicts, there is a large number of children who are eligible for free lunch which is our main guideline allowing a child into the program. Starting up as a new program, we have had to keep in mind that we have no current funds and so we do not believe we will have the resources available to target the school with the most obvious need (Lincoln Way) in the start-up of the project. We also, however, do not want to begin the project targeting the school that has the lowest amount of children eligible for free lunch (Kean) because we have been led to believe that the community would be perplexed by this choice. This confusion could stymy our ability to raise enough funds for the program. Therefore, we have settled on targeting Parkview Elementary school. It still has quite a large percentage of students eligible for free lunch, yet it is not the largest or the smallest number.

**Fundraising Strategy**
As a group, we have determined that Backpacks for Kids will largely depend on fundraising and grants. We have developed a few potential fundraising strategies that we believe our viable options for raising a large sum of money from the community.

One such strategy is hosting a silent auction. For the silent auction we could ask local businesses and individuals to donate items for the auction. This is beneficial for the businesses and individuals because it raises community awareness about their product and it shows they are willing to help eliminate hunger within the community. Receiving donations from these businesses and individuals is beneficial for our group because it has no expense. We would invite individuals and families that we have targeted as potential donors to the formal silent auction and would either charge an entrance fee or charge for the dinner meal. We decided that for the dinner and appetizers, we would ask local grocers and restaurants to donate prepared items. Again, this would be a source of advertisement and we would accrue no charge. Our group has decided that this silent auction could potentially be so successful that it would happen annually.
Other potential fundraising options are having holiday fundraisers. On Valentine’s Day, for example, we could buy a large quantity of flowers from a local florist and then resell the flowers. This would not gain as much money, but it is a potential option.

Additionally, we could host a walk-a-thon at a high school. The upside of this idea is that it would raise awareness in the high school community and amongst other youth and their families. Walk-a-thons are very popular because they incorporate exercise and socializing. This would be a good environment to spread the word about Backpacks for Kids.

**Back-up Plan**

If we believe that we need definite assistance, we will turn to Blessings in a Backpack. Blessings in a Backpack is a non-profit that has a very similar mission to our own. The main difference is that it is a national program and serves 55,000 students in 318 schools. Blessings in a Backpack is a good back-up plan because we could avoid mission drift and incur a lower cost: their cost is $80 per child per year. We have maintained this as a potential option but are avoiding using it currently because we want to be an independent group that is connected to a nonprofit within the community of Wooster, Ohio. If this is possible, it is the route we wish to go. However, we understand the difficulties of raising funds, and if we could reach more children through using Blessings in a Backpack, it is the route we would take.

**Business Model**

**Products/Services**

_What we are offering_

Keeping the ultimate goals of the project in mind, we created an ideal menu. We then reformulated this ideal menu into three practical menus. The practical menus differ from the ideal menu because they offer less food and sometimes less variety. Our program is not aiming to feed the children for every meal of the entire weekend. It will provide many needed meals, though. Taking this into consideration, our foods are completely non-perishable and do not require the use of the stove or the oven. This is because we expect the child to be able to feed him/herself completely without the assistance of an adult if necessary. We chose the items in our menus based on nutrition, precedent, price, and kid-friendliness. Please see the next page for our menus.
Dinner: Mac & Cheese, crackers, can of green beans  
Evening Snack: Chocolate Chip granola bar or cookies  
**Saturday**  
**Breakfast:** Cereal and fruit cup  
**Lunch:** Tomato Soup, pretzel sticks & cheese  
**Mid-day Snack:** Dried apples/ assorted fruits  
**Dinner:** Spaghetti-o’s, granola bar, dried cranberries  
**Evening Snack:** Applesauce  
**Sunday**  
**Breakfast:** Instant oatmeal  
**Lunch:** Vienna Sausage, canned corn, fruit cup  
**Mid-day Snack:** Beef Jerky/ Pop-tarts  
**Dinner:** Ramen or other instant noodles, pudding, left over green beans  
**Evening Snack:** Milk & Cereal Bar  

Practical Menu #1  
**Saturday**  
**Breakfast:** Cereal  
**Lunch:** Granola bar, instant oatmeal, and a fruit cup  
**Dinner:** Spaghetti-o’s and dried cranberries  
**Sunday**  
**Breakfast:** Different type of cereal  
**Dinner:** 1 pkg of Ramen and green beans  

Practical Menu #2  
**Saturday**  
**Breakfast:** Oatmeal  
**Lunch:** Beanie Weenies and canned corn  
**Dinner:** Chicken Noodle Soup  
**Sunday**  
**Breakfast:** Pop-tarts  
**Dinner:** Ready-made Tuna salad Starkist brand  

Practical Menu #3  
**Saturday**  
**Breakfast:** Canned peaches and Nature Valley bars  
**Lunch:** Mac & Cheese, canned peas  
**Dinner:** Chef Boyardee dinner and black beans  
**Sunday**  
**Breakfast:** Packaged Blueberry muffins  
**Dinner:** Hamburger Helper microwave single, left over canned peas  

*How it creates value*
We believe that this creates value because it helps take strain away from the family and allows a pathway for children to stay full on the weekends. We believe that through this sort of program children will have continued healthy growth both physically and mentally. Being hungry can create enormous distraction within the school environment, so this program could help assuage that issue and promote sharpened focus and attention from the elementary school children eligible for free lunch.

Gantt
The chart below illustrates Backpacks for Kids projected schedule.

<table>
<thead>
<tr>
<th>Task Name</th>
<th>Start Date</th>
<th>End Date</th>
<th>Duration</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gain approval for program by Wooster School District</td>
<td>11/11/11</td>
<td>12/01/11</td>
<td>15</td>
</tr>
<tr>
<td>Meet with Mark Stefanik</td>
<td>11/11/11</td>
<td>11/11/11</td>
<td>1</td>
</tr>
<tr>
<td>Meet with Parkview Elementary School</td>
<td>12/14/11</td>
<td>1/14/12</td>
<td>31</td>
</tr>
<tr>
<td>Distribute survey among families eligible for free lunch to determine need</td>
<td>1/14/12</td>
<td>2/17/11</td>
<td>36</td>
</tr>
<tr>
<td>Determine amount of children we'll serve</td>
<td>1/14/12</td>
<td>2/17/12</td>
<td>36</td>
</tr>
<tr>
<td>Raise Funds</td>
<td>12/20/11</td>
<td>02/16/12</td>
<td>43</td>
</tr>
<tr>
<td>Silent Auction</td>
<td>12/20/11</td>
<td>02/16/12</td>
<td>43</td>
</tr>
<tr>
<td>Valentine’s Day Fundraiser</td>
<td>02/07/12</td>
<td>02/15/12</td>
<td>7</td>
</tr>
<tr>
<td>Get Donors</td>
<td>12/20/11</td>
<td>08/20/12</td>
<td>175</td>
</tr>
<tr>
<td>Target Potential Donors</td>
<td>12/20/11</td>
<td>08/20/12</td>
<td>175</td>
</tr>
<tr>
<td>Link with Partner Organization</td>
<td>12/14/11</td>
<td>2/07/12</td>
<td>55</td>
</tr>
<tr>
<td>Purchase Food</td>
<td>7/10/12</td>
<td>8/10/12</td>
<td>31</td>
</tr>
<tr>
<td>Deliver First Set of Backpacks</td>
<td>8/31/12</td>
<td>8/31/12</td>
<td>1</td>
</tr>
</tbody>
</table>

Please see the following page for the corresponding Gantt.
Price
The price we have determined for this program is based off assembled costs for our items from Buehler’s as well as Akron/Canton food bank. We are therefore assuming that there will be purchases placed at both institutions. The following chart lays out the individual cost per item for all three menus we have assembled.

<table>
<thead>
<tr>
<th></th>
<th>Menu 1</th>
<th>Menu 2</th>
<th>Menu 3</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Saturday</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Granola Bar- 0.12</td>
<td></td>
<td>Beanie Weenies- 0.80</td>
<td>Mac&amp; Cheese- 0.42</td>
</tr>
<tr>
<td>Instant Oatmeal – 0.54</td>
<td></td>
<td>Canned Corn- 0.61</td>
<td>Canned Peas- 0.66</td>
</tr>
<tr>
<td>Fruit Cup- 0.50</td>
<td></td>
<td>Chicken Noodle Soup- 0.66</td>
<td>Black Beans- 0.83</td>
</tr>
<tr>
<td>Cereal- 0.23</td>
<td></td>
<td>Oatmeal 0.54</td>
<td>Canned Peaches- 0.79</td>
</tr>
<tr>
<td>Spaghettio's- 0.40</td>
<td></td>
<td></td>
<td>Nature Valley Bar- 0.32</td>
</tr>
<tr>
<td>Dried Cranberries- 0.61</td>
<td></td>
<td></td>
<td>Chef Boyardee- 0.24</td>
</tr>
<tr>
<td><strong>Sunday</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cereal- 0.23</td>
<td></td>
<td>Pop Tarts- 0.32</td>
<td>Muffins- 0.72</td>
</tr>
<tr>
<td>Ramen- 0.25</td>
<td></td>
<td>Tuna- 1.13</td>
<td>Peas</td>
</tr>
<tr>
<td>Green Beans- 1.00</td>
<td></td>
<td></td>
<td>Hamburger Helper- 1.25</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>$3.88</td>
<td></td>
<td>$4.06</td>
<td>$5.23</td>
</tr>
</tbody>
</table>
These totals have been added together and divided by three to attain an average cost per weekend per child: $4.39.

This cost has been multiplied by 19 weekends because that is one term for elementary schools and the total is $83.41 for an individual child to be fed for 19 weekends.

This total is then multiplied by 133 children because that is the amount of children at Parkview Elementary who are eligible for free lunch. Assuming all of these children self-identify as needing the program on the weekend, the cost is $11,093.53 to provide food for the children at Parkview Elementary for 19 weeks.

Administration

Management
Although this program is primarily being researched by three College of Wooster students, it will be continually managed following the conclusion of the semester by Mark Gooch. Mr. Gooch will have the responsibility of presenting the program to potential partner organizations and the raising of funds. Mr. Gooch has committed to this project and has the full intention of keeping it sustainable as far as management goes. However, we will wait to determine the manager of this program until collaboration is possible with the partner organization.

Other than the manager, there are few people who must be involved on a continual basis. We believe that this program can be sustained by Mr. Gooch and the partner agency alone with a rotating set of volunteers.

This job placed on the manager’s shoulders is not easy but quite necessary if this program hopes to last more than a few years.

If, as our group hopes, Backpacks for Kids spreads to encompass more schools within the Wooster elementary system, we think additional employees must be taken on. If Mr. Gooch wants to continue working for the College of Wooster, he will then need to hire two people. The two jobs that we think would be required are a business manager and a volunteer coordinator.
The business manager would be in charge of several tasks. The main task would be ensuring the proper amount of food each week from the food bank. The manager would oversee the transport of this food to the storage location. Since the program would be acquiring a lot more food at this point, we think it is necessary that more precautions would be placed on the safety of the food. Therefore, the food would go through a screening process once it arrived on location. The manager would additionally be in charge of raising the proper amount of funds on a yearly basis and continually applying for different grants. At that size of a project, we believe that a large fundraiser in the form of a silent auction or formal dinner could happen on a yearly basis.

The volunteer coordinator would have the purpose of getting enough volunteers each week to perform the screening process of the food, the packing of the food for the individual schools, and the transport of the food from our storage location to the school. This is a one-person job because there will be a large network of volunteers this coordinator will oversee. Not only will the coordinator ensure there are enough volunteers each week, the coordinator will perform outreach in the community to accrue more volunteers. We recommend that the coordinator go to the high schools in the area, attempt to begin a service house at The College of Wooster, as well as contacting churches within the Wooster community.

**Location**

The location of the project depends on the partner organization. There are many 501(c)(3) organizations throughout the community that would be great partners. However, the number of possibilities has been reduced because we want an organization that has the right facilities to store enough food and is also a member organization of the Akron/Canton food bank.

The reason they must be a member organization of the Akron/Canton food bank is because we believe that is the best and cheapest route to purchase our food. If somehow this falls through, we would look to Buehler’s Grocers in the community and then Wal-Mart Inc.

We believe our potential partners are as follows:

<table>
<thead>
<tr>
<th>Organization</th>
<th>Location</th>
<th>Facilities Available</th>
</tr>
</thead>
<tbody>
<tr>
<td>People to People Ministries</td>
<td>454 E. Bowman St.</td>
<td>Food Pantry</td>
</tr>
<tr>
<td>Wooster Hope Center</td>
<td>111 South Buckeye St.</td>
<td>Food Pantry &amp; Hot Meal Site</td>
</tr>
<tr>
<td>Zion Lutheran Church</td>
<td>301 N. Market St.</td>
<td>Food Pantry &amp; Hot Meal Site</td>
</tr>
</tbody>
</table>
All three options are viable partners. Our location would be determined by whichever partner accepts us. At this location, we are hoping to store our food and pack the food with the help of volunteers. Volunteers will then use either the partner agency’s transportation or their own transportation to transfer the food to the school. If the volunteers use their own vehicles, they will be reimbursed $0.11/mile. If the volunteers use their own transportation, they will have to undergo training to ensure that they are responsible and dependable. If the volunteers use their own transportation, they will need to bring back a signature from the school verifying that they delivered the food.

Legal and Accounting
As stated earlier, we will be falling under the organization of the 501(c)(3) we partner with. Assuming this occurs, the 501(c)(3) will then be taking on the risks our program posits.

Risks
As this project is undertaken, it is important to recognize that there are significant risks involved. Potentially most relevant, the reputation of the group is continually at risk. We do not want to bring any negative attention to the children or draw a stigma towards their position. Therefore, as this program is evolving, it is of most importance to protect the child’s identity as a member within the Backpacks for Kids program. Additionally, we do not wish to bring any harm to a child in the form of food poisoning. This could cause potential distrust of our organization, leading members in the community to call for the end of Backpacks for Kids. Therefore, we must ensure that the food is safe.

Additionally, another large risk we face as a group is a financial risk. We want this sort of program to make an impact on the children's lives, and if our program goes a year but ends up with no funds at the end of that time, we will have to retract the program. It is unfair to the children to give them the program for one year and then rescind it. Therefore, we must ensure that we have enough funds to run the program initially for at least a three-year time period. As this time period elapses, we run the risk of not accruing enough funds to be able to continue. Considering we have no product/service we are selling, we rely heavily on donations. This is in and of itself is a risk to take. To continue our funding, we will continually apply for grants. However, many grants are set up to support the initial start-up of the program. After the initial grant, therefore, we will be unable to qualify for these grants. We must take into account the instability of the economy as well and how that already places a stress on people in the community. By taking this into account, we realize there could be possible drastic fluctuations in donations to the program.

A structural risk we face is in regard to the leadership position within the program. Mark Gooch is willing to work on the program “as long as possible,” however we cannot rely on one person to solely organize the leadership of this program. We are thinking that leaders could rise in our partnership organization, but we currently have no specific name to put in place of assistance for Mr. Gooch.
Finally, the last potential risk we have is gathering enough volunteers. We have determined that 10-20 volunteers are necessary for a 1-2 hour time period on Friday to ensure that the food is delivered to the school on time for the children to pick-up. There is the possibility that this program gains enough funds but cannot attract enough volunteers. Due to this risk, it is essential to reach out to multiple organizations in the community that could provide a potential volunteer base before Backpacks for Kids is set up. In the outreach, it’s important to give these groups an idea of who we are and why their service would create value in the community.

Marketing Plan

Public Relations
Our targets for the Backpack for Kids project are elementary school children in the Wooster district (ages 9-12). The first school we would like to implement this project at is the Parkview Elementary School. We would like to begin with a school that has a high need, but not start out with one that may stretch our initial resources such as Edgewood Middle School. Ideally after every year we will expand our project to include one more school than the previous year. The list of schools is listed again for convenience.

<table>
<thead>
<tr>
<th>School</th>
<th>Current Enrollment</th>
<th>Free Lunch</th>
<th>Reduced Lunch</th>
<th>Total</th>
<th>Pct Free Lunch out of CE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cornerstone</td>
<td>320</td>
<td>201</td>
<td>22</td>
<td>223</td>
<td>62.81%</td>
</tr>
<tr>
<td>Edgewood</td>
<td>593</td>
<td>215</td>
<td>42</td>
<td>257</td>
<td>36.26%</td>
</tr>
<tr>
<td>Kean</td>
<td>323</td>
<td>75</td>
<td>35</td>
<td>110</td>
<td>23.22%</td>
</tr>
</tbody>
</table>
**Stigma**
A difficulty we acknowledge with our project is the negative stigma the children who use this resource may face. There are several ways to try and avoid this issue.

**Options**
1. The first option is placing the food in a brown paper bag so they are able to conceal it in their backpack.
2. The second option would be for students to pick up the backpack at an alternative location so other kids do not see them leaving with a second backpack and tag them as a participant in Backpacks for Kids.
3. Cameron Maneese works with kids under 18 in the Wooster community and has proposed that the stigma will be reduced because all of the backpacks will be the same.
4. Another situation that may lessen the sigma is a new program the elementary schools are trying to implement. It is the 21st Century Program and is for kids that qualify for free or reduced lunch. These children can stay for an after-school program. If this is the case the backpacks could be distributed at this point in the day and many of the kids would get them.

**Publicity**
There are several potential ways of gaining publicity:
1. We would ideally create a link connecting our partner’s webpage to one for Backpacks for Kids.
   a. On this website we could potentially have an option for online donations or an address to send donations too. This will help the project gain funds as well as publicity.
2. Another option would be to publish an article in the newspaper sharing the goal of the Backpacks for Kids Program, locations for food donations, as well as donation possibilities.
   a. We already have a contact to achieve this possibility when/ if we desire
3. We could have a radio interview on WOO91 to promote our mission.
4. We can place donation bins in the C-Store for food donations with flex dollars.
   a. This is a great way to get the College of Wooster involved because this is a common way students spend extra flex dollars at the end of the year

**Fundraising and Publicity**
To promote and incorporate Backpacks for Kids into the community we are contemplating a silent auction and could publicize the event in the newspaper. This could promote our project and gain profits at the same time.

Volunteers
To sustain this program we will be using volunteers from the community and the College of Wooster. The Kiwanis Club is a volunteer network whose main purpose in volunteering for kids. They could also be a potential donor for our backpacks. Through the College of Wooster we can use the Wooster Volunteer Network who is very involved in the community. Roxie Deer, a WVN organizer and leader, has already confirmed WVN’s willing involvement.

Financial Plan
The main data resources are based on anticipations and assumptions for the Backpack Program. There are three parts for the income of the program: foundation, donation and grants. We anticipate that there will be $1800 foundations from the Wayne County Community Foundation in January 2012. The donations are also anticipated to get from the community, the college and other firms. The expense of the programs is composed of three parts: the cost of backpacks, transportation payments and food payments. The price of backpacks is assumed to be $10 each and we are planning to purchase 135 backpacks. The transportation fee is based on two roundtrips per week and there are 19 school weeks from January to May in 2012. The food payments are based on Buehler’s official prices. At the end of May in 2012, we anticipate to have a total income of $19,410.73 and total expenses of $12,610.73. Then, there is a $6,800 surplus for the program.
Based on the financial plan from January to May in 2012, the $6,800 surplus shows the program is sustainable. However, the Backpack Program suffers from a risk of lacking enough donations or foundations to start. If the program does not receive enough money to start, it will wait until it gets the anticipated start-up income. In order to reduce the risk and keep the sustainability of the program, the Backpack Program should have closer connections to the Wooster community and big firms. This will help the program to earn a good reputation and receive more donations.

Table 1: Financial projection of Backpack Program

<table>
<thead>
<tr>
<th>INCOME</th>
<th>Start up Nov-Spring</th>
<th>2012 Spring Jan-May</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Founding</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Donations</td>
<td>$12110.73</td>
<td>$5,000</td>
<td>$17110.73</td>
</tr>
<tr>
<td>Grants</td>
<td>$500</td>
<td>$1,800</td>
<td>$2,300</td>
</tr>
<tr>
<td>Total I</td>
<td>$12610.73</td>
<td>$6,800</td>
<td>$19410.73</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Expenses</th>
<th>Start up Nov-Spring</th>
<th>2012 Spring Jan-May</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Backpack</td>
<td>$1,350</td>
<td></td>
<td>$1,350</td>
</tr>
<tr>
<td>Transportation</td>
<td>$167.2</td>
<td></td>
<td>$167.2</td>
</tr>
<tr>
<td>Food Payment</td>
<td>$11093.53</td>
<td></td>
<td>$11093.53</td>
</tr>
<tr>
<td>Total E</td>
<td>$1,350</td>
<td>$11260.73</td>
<td>$12610.73</td>
</tr>
</tbody>
</table>

| Total I-E    | $11260.73           | -$4,460.73           | $6,800 |

Data resources:
1. Anticipate getting founding $1800 from Wayne County Community Foundation
2. Anticipate receiving donations from community, firms or from college
3. Price of backpacks is based on assumption of $10 each. Total=135*10=$1,350
4. Predicted transportation fee=19(weeks)*2(times/week)*4(miles)*$1.1=$167.2

To increase income, there are a couple feasible options:
1. Increase donations from community or from campus
2. Increase the number of donors
3. Increase realized grants

To reduce expenses, there are two options
1. Decrease menu costs
2. Decrease transportation costs

Decreasing the menu price is one method to decrease costs. The program can try to apply for free food donations from food companies. It is also possible to reduce the cost of foods, if they can find alternative cheap food.

Another way to increase revenue is to increase donations from the community. The majority of the income of the Backpack Program is based on donations. In order to receive more donations, the program should increase its connection with the community and improve its reputation. With the help of better reputation, the Backpack Program will be able to receive more donations from community or campus and apply for grants from other social organizations.

**Conclusion**

Child hunger is an epidemic that is sweeping across the world. Hungry school children are cranky, tired, have poor attention spans, may be aggressive, anxious, or have low levels of social interaction and often suffer from vitamin deficiency. About 6 in 10 children in the Wooster elementary system are eligible for free or reduced lunch. They need help getting meals during the school week, and we know that this need translates to an obvious need during the weekends.
Our program would be beneficial because it has been proven that there are many positive externalities in providing a food program on the weekends to those children who otherwise would go without several meals. For instance, overall health improves. The child can maintain a healthy weight and is less likely to suffer from a vitamin deficiency. Once the child is back in school on Monday, he/she will be able to focus better and they are less likely to be cranky or create problems in the classroom. These children will be able to better enjoy the opportunities that are presented to them without having to think about if they will have lunch or not. We think that this sort of program could allow the kids to realize their talents, become more confident, and think about where they want to go in life. It is essential for the community of Wooster, Ohio.