



**KIDS CAN'T LEARN
IF THEY'RE HUNGRY**



**THE SNACK PAK 4 KIDS
TRAINING PROGRAM MANUAL
A DEVELOPMENT GUIDE**

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Content

OVERVIEW

The SP4K Story	5
How SP4K Works	6
Keys To Success & Sustainability	7
Treating Kids With Dignity And Respect	
Keeping Kids At The Center Of Everything	

THE SP4K MODEL 8

CONNECTING WITH COMMUNITY SCHOOLS 9

School Coordinator	10
How To Choose A School Coordinator	
Teachers	10
Forms	11
Determining Student Hunger	
Referral Form	
Permission Form	

CONNECTING AN ADMINISTRATIVE STRUCTURE 12

ESTABLISHING PROGRAM SUPPORT 13

Volunteers	13
Partners	14
Civic Groups	
Churches And Corporations	
Donations	15
Monetary	
Food	
Supplies	
Grants	16
Showing Support	16

IRONING OUT THE LOGISTICS & MECHANICS	17
How To Secure A Storage Facility	
Loading Dock	
Pallets	
Pallet Jack	
Forklift	
Transportation	18
Ordering Food	18
Who To Order From	
How To Manage Your Bank Account	
What To Order	
School Delivery & Pickup	19
Delivery	
Pickup	
Sorting & Assembly Line Prep	
Packing	
Summer Program	
ESTABLISHING AN ONLINE PRESENCE	21
Social Media	21
Apps	21
Website	21
Branding Standards	22
EVALUATING YOUR SUCCESS	23
Reports	
Surveys	
APPENDIX	25

IS WEEKEND HUNGER AFFECTING YOUR COMMUNITY?

Weekend hunger is a serious problem that affects our entire nation. In fact, 1 in 4 children in the State of Texas alone is food insecure. And this number is expected to rise.

What impact does hunger have on a child's life? In addition to causing social and emotional problems, it can impair a child's education and development. Kids can't learn if they're hungry. And when children go hungry over the weekend, they aren't prepared to learn on Monday mornings.

There are children in your community suffering from food insecurity, but you can change that. You can make a difference in your community by removing educational barriers created by weekend hunger. By developing a self-sustaining weekend hunger relief program, you'll help provide kids in your community with the food they need to learn.

With this SP4K manual, you will:

- Learn about SP4K's story, mission, and method
- Learn how to create your own SP4K program
- Discover how to sustain a weekend-hunger relief program
- Receive the resources and information you need to successfully combat weekend hunger

Hunger is a serious problem, particularly for children. With the right resources and support, however, you can make a difference. You can focus on the needs of kids and create sustainable solutions that engage your community to end weekend hunger.



The SP4K Story

It all began with 10 hungry students at Will Rogers Elementary School in Amarillo. Dyron and Kelly Howell discovered Amarillo was the largest city west of Dallas without a weekend backpack program. And yet, more than 3,200 children in the Amarillo Independent School District relied only on the meals served to them at school for their weekly food. That meant hundreds of children spent their nights and weekends hungry.

Determined to find a way to address this need, the Howells assembled 10 bags of food that could be prepared without adult supervision. On Friday, September 3, 2010, the first 10 SP4K recipients received a bag containing enough food to get them through the weekend.

Today, the program has grown to serve more than 10,000 kids in 51 school districts. Our Snack Paks always contain brand

new, brand-name food. And, thanks to our generous partnerships and a steady stream of volunteers, 100% of all donations given to SP4K are used to purchase food for hungry children.

At SP4K, we understand how overwhelming and scary creating a program to end weekend hunger for kids can be. That's why we share our failures and our successes to help people like you make an impact in your community.

We have had our shares of ups and downs, but we never strayed from our mission: "To end weekend hunger for children by providing a backpack filled with kid-friendly snacks each Friday of the year." Our focus is always on the kids, and we believe that is a major part of our success.

How SP4K Works

Every week, hundreds of volunteers pack 13 brand new, brand-name, nutritious foods into plastic bags and deliver them to participating schools. At the schools, officials discreetly place these bags in students' backpacks on Fridays. Students receiving the bags have been identified by school staff members (such as counselors, nurses, teachers, or principals) as living in a "food-insecure" households, which means these families don't always know the source of their next meal.

The SP4K program feeds each elementary student and any siblings at home not old enough to attend school. Because food insecurity doesn't stop at 5th grade, our Snack Shak program provides food to middle school and high school students. This program is unique because it is developed by teenagers for teenagers, and matches adult-sized portions and choices with a student-run process.

With Snack Shak, students use a simple online form to select products to build their own meals from several categories. Students stay anonymous and can choose a pick-up place they feel is safe (i.e., a favorite teacher's room). Student volunteers at Snack Shak assemble the bags and deliver them to their designated places. Snack Shak gives older students the opportunity to select and prepare their own fulfilling, nutritious meals – and gives their peers the chance to help make it happen.

Every SP4K program is unique to the community and school it serves. However, it should always be used and thought of as an educational tool that aims to alleviate stress for kids in the classroom.

Keys To Success & Sustainability

Treating Kids With Dignity And Respect

Our philosophy is to treat kids with dignity and respect. That's why our bags always include brand new, brand-name products. When kids open a bag with brand-name products they recognize, it tells them they are important and they matter.

SP4K should be referred to as an educational tool, not a feeding or food handout program;

we aren't a food pantry or food bank. These terms, in addition to not describing our mission and program, can have negative connotations that could make recipients feel guilty or ashamed. SP4K should never make kids feel like they deserve less. Our purpose is to create a solution, not to make judgments.

Keeping Kids At The Center Of Everything

In the same way, the key to success for a weekend hunger relief program is to keep the kids at the heart of your program. The ultimate motivation for your program should be to help students – to provide them with the food they need to learn on Monday mornings.

We often describe the SP4K model as a chart with three nesting circles. The outside circle is the individual or company. This should be the last thing you consider when creating your program. A hunger relief program should not be designed to bring attention or acknowledgment to a person or an organization.

The next circle contains the community. Although this is an important factor in creating a program, it shouldn't be the ultimate motivation. Communities often have other agendas that can cause problems within the program – or even affect the kids.

The inner circle should always be the kids. They should be the program's sole purpose and drive. Anything and everything done by your program should benefit the students' wellbeing and education.

The SP4K Model

In this manual, we'll outline the six steps to create the framework for a weekend hunger relief program:

1. Connecting With Community Schools
2. Creating An Administrative Structure
3. Establishing Program Support
4. Ironing Out The Logistics & Mechanics
5. Establishing An Online Presence
6. Evaluating Your Progress

Each step plays a crucial role in establishing an adaptive, sustainable weekend hunger relief program that will support your community for years to come.



Connecting With Community Schools

SP4K is a community effort and an enormous commitment on behalf of hungry children. Without community involvement and support, your program will not be able to sustain itself. The program should be for the community, run by the community, and supported by the community.

Before you proceed, it is essential to make sure your community is on board and wants to be a part of the solution. You will first need to seek the approval of the appropriate school administrator of each district you plan to serve. Face-to-face communication is invaluable, so meet with the superintendent in person, such as at a staff meeting. While you are busy packing and delivering food, there needs to be an appointed School Coordinator at each of the schools you serve who will manage the program at the school level and serve as the lead contact for you and the teachers.

SCHOOL COORDINATOR

School Coordinators are expected to coordinate surveys, distribute referral forms to teachers, distribute food to the correct teachers, and more. They need to spread awareness and passion for the program to all teachers at their school.

It is extremely important that you communicate the importance of discretion to each School Coordinator. Surveys show that students **do not** want other students to know they are receiving a Snack Pak. We suggest using the following form that outlines the specific tasks and responsibilities of a School Coordinator:

See Figure 1 on page 25 or visit <https://bit.ly/2GIaVf0>

How To Choose A School Coordinator

There are many ways to choose a School Coordinator. **First and foremost, they should be just as passionate as you are.** Keep in mind that this person will be the liaison between the program and an individual school that you serve. This person should possess exceptional organizational skills and understand the mission. Talk to prospective coordinators for each school you plan to serve, such as:

- A school nurse
- A school counselor
- A parent involvement member
- A School Health Advisory Council (SHAC) member

Note: If a child receives more than one Snack Pak for their siblings at home, the School Coordinator may need to involve a teacher or the specific child's parent/guardian in picking up the Snack Paks. This is because multiple Snack Paks may not fit in every child's backpack. Arrangements may be made as the School Coordinator sees fit.

TEACHERS

The School Coordinator should communicate with other staff and faculty in their school. They help build support for your program, ensuring its sustainability.

Teachers, in some cases, may be the final step in getting a Snack Pak in the hands of a child in need. There are many ways to give students their Snack Pak discreetly. The following methods have been highly effective:

If the students each have a locker, place a colored dot on the locker of each student that needs a Snack Pak. Then the School Coordinator, teachers, or volunteers can place a Snack Pak in each appropriate locker during a time when students are not in the hallways.

Similarly, if the lockers already are assigned their own number, Snack Paks can be put in the corresponding locker in accordance with a list of locker numbers that need a Snack Pak.

While the students are at recess or lunch, place Snack Paks into the appropriate child's backpack. If you plan on using this method, try to put the Snack Paks in their backpacks closer to the end of the school day to avoid in-class distractions.

Note: If a child receives more than one Snack Pak due to an upcoming holiday, the Snack Paks should be given out over a series of days rather than all at once

FORMS

We have forms for school officials that ensure the process of implementing the program in schools goes smoothly. Some schools have created a web page with links to these forms so they are readily available to teachers and the School Coordinator. To view all forms, please visit <https://www.sp4k.org/sp4k-resources>.

Determining Student Hunger

Your responsibility is to provide the food; it is the teacher's responsibility to determine which kids need assistance. Below is a form that will help teachers determine which of their students could benefit from this program.

See Figure 2 on page 26, or visit <https://www.sp4k.org/sp4k-resources>.

We encourage you to put the below flyers in the staff lounge to provide access to a more basic version of the above form.

See Figure 3 on page 27, or visit <https://bit.ly/2pQtp2J> | <https://bit.ly/2J3oVOM>

Referral Form

Once a student has been determined food insecure, the teacher needs to then give a referral form to the SP4K School Coordinator. This form allows teachers to refer a student who they have determined as food insecure.

See Figure 4 on page 28, or visit <https://bit.ly/2GAG8AZ>

Permission Form

The next step is the most important. It is crucial not to forget to send out permission forms.

The school using your program must send out permission forms to the parent/guardian asking for their consent in allowing their child to be placed on the backpack program. This form also addresses any allergies/dietary concerns a child may have. This is the form:

See Figures 5 and 6 on pages 29 and 30, or visit <https://bit.ly/2uwwfzh>

Connecting An Administrative Structure

Ideally, your program will need a designated group of people to help run and support it. As the Site Coordinator, it is your job to determine what kind of group will work best for your community and how it will function (i.e., advisory, board, or committee).

There is no right answer for how your group should function. Regardless, your group should be comprised of members from every part of the community: schools, Chamber of Commerce, churches, businesses, civic organizations, parents, etc. The Site Coordinator needs to keep their team on track, continually refocus the team in order to maintain the goal of the program, and call for meetings where any and all grievances can be laid out.

The group serves to help the Site Coordinator make important decisions about the program. It can also develop the workforce that kick-starts the program. If this is the case, ask your group members what they're good at. Based on their responses, divide them into teams:

- **Food Ordering Team** — for those who are organized and handle finances well
- **Prep Team** — for those who have the time and ability to meet with the food truck, unload and open boxes, and set up food for packing
- **Packing Team** — for those who have the time and ability to restock/break down boxes during packing, carry full totes to the storage area, and help at the assembly line if needed
- **Delivery Team** — for those with time and a vehicle suitable for loading and unloading totes at schools every week, along with bringing empty totes back
- **PR Team** — for those who are good at building relations in the community by manning the sign-in table, writing/sending thank-you notes to donors and volunteers, and speaking with local news stations
- **Technology Team** — for those who have the experience and creativity to run social media accounts and volunteer sign-up tools, email volunteers, and even create t-shirt designs

These teams are not necessary, but they can be a great way to get the program on its feet. As the program grows and becomes more prominent in the community, volunteers may be able to help in these areas.

Establishing Program Support

VOLUNTEERS

Volunteers are the muscle, heart, and backbone of the SP4K program. They sort, pack, deliver bags of food, and help in any other way necessary to make your program a success. You will want to secure volunteers and volunteer groups to work at your first few events. Their positive experience will provide one of the best forms of free advertisement: word of mouth.

SignUp.com is a great tool that makes signing up to volunteer easy. To create a sign-up page for your program, visit <https://signup.com/> and follow these steps:

1. Click on 'Create A Sign Up.'
2. Create a free account by entering your name, email, and a password.
3. Click 'Finish.'
4. Watch the informational video that will pop up.
5. Update your profile.
6. Click on 'My Spots' to start creating volunteer opportunities. The program will walk you through step-by-step from here.
7. Invite participants by sending out emails, creating a link and posting it on social media, adding a "SignUp.com" button to your website.

Sign-up tools also come in handy if you continue to have an excess of volunteers, which will happen more than you may think. If this becomes a continuous problem, the volunteers

with nothing to do may feel unneeded. If this mentality spreads, volunteers may stop coming, which could result in a shortage of volunteers along with parts of the community disengaging from the program. Remember, the support of the community is essential to the program's success. Making sure they feel appreciated is an integral part of sustaining their support!

Marketing and networking are crucial factors in gaining the attention of willing and able volunteers. Take advantage of tools like Facebook, Instagram, or YouTube. Social media outlets are free and can quickly spread information to large amounts of people. Ask churches, businesses, and other civic groups to disburse a flyer amongst their members. Local news media and newspapers are excellent ways to gain attention as well.

At volunteer activities, have a welcome table (Fig. A) that has sign-in sheets, donation information, and other general information about your program. Those working at the table can direct new volunteers to where they need to go and explain what they will be doing. All communities can purchase an SP4K banner (Fig. B), which is customized for your community. Volunteers are asked to sign it, and, over time, it becomes a visual representation that recognizes community involvement.



PARTNERS

While individual volunteers from the community are extremely important, so are partners. Groups that become partners provide reliable, consistent support systems that help sustain your program. Some groups may even host a mini-version of what you would do in your warehouse — sort, pack, and deliver food. In this case, each site acts as an ambassador for your program.

Civic Groups

Schools, athletic teams, and service organizations have discovered that volunteering for SP4K is a great team-building opportunity. Civic groups can assist your work in a variety of ways, including financial gifts, logistical support, and volunteer teams.

Churches And Corporations

Reach out to your community's religious groups. There are plenty of ways for churches to get involved. Churches can provide financial gifts, volunteers, and logistical support.

Corporate partners can also assist your work in a variety of ways, including financial gifts, logistical support, and volunteer teams.

When we meet with churches and corporations interested in contributing to SP4K, we always ask, "What do you do best?" We'll find a way for them to get involved that best utilizes their strengths.

For more information about our partnership programs, please visit our website at <https://www.sp4k.org/become-a-partner>.

DONATIONS

Monetary

It is important to us that 100% of donations go directly toward feeding hungry children (unless otherwise specified) and that the community knows this.

Our website provides information on how to donate and allows the donor to designate what they would like their donations to go toward (i.e., buying food, a specific school, building expenses, Garden 4 Kids, etc...).

You may also direct your community to use our Donations Page. By designating their donations to go to your community, the donations we receive via our website will go straight to your program.

Food

We do not allow any food donations for safety and quality reasons. Through our partnership with Labatt Foods [A1], we can track the food used in our Snack Paks via lot number. We are unable to maintain that same standard with donated items.

Through our buying cooperative, we can stretch our dollars and buy more than our generous donors can at retail. We are committed to using 100% of donated funds for food unless otherwise designated. We feel this places a premium on dignity and respect.

Supplies

There are many other products you will need. Make your community aware of your need for these supplies via networking. You may be surprised by how helpful they can be. Many of the items below have come from a local Texas corporation, Casters of Amarillo, Home Depot, or Sam's Club.

You will need:

- Tables for assembly line prep and packing
 - Dimensions for assembly tables: adult table 33''h x 28 ¾''w x 237''l
 - Kid table 26 ½''h x 28 ¾''w x 237''l
 - Dimensions for delivery totes tables (this is where two totes are filled from the assembled bags): 26 ½''h x 24''w x 48'' (To view the blueprints, please see Figure 7 on page 31)
- Shelves to store food products at least 6 inches off of the ground
- Bags
- Bag holders
- Storage totes
- Delivery totes (Fig. A)
- Box cutters
- Dollies (Fig. B)
- Trash carts (Fig. C)
- Dumpster/recycle bin to collect the trash from the food packaging; these will need to be in close proximity to where you pack, sort, and stock



Fig. A Delivery Totes



Fig. B Dollies



Fig. C Trash Carts

GRANTS

Always let the mission of the program fuel your actions. Your program requires funding, but again, if you always include the community, all of your financial needs will be met.

There might come a time when your program will face a large financial need. To secure funding, you may consider submitting a grant. Grants can be a great source of funding for your program. However, do not use them as a primary source of funding, no matter how large the need.

When you turn to grants as a primary source of funding, two potentially negative effects occur. Firstly, you lose the opportunity for the community to help the program. While you and your team are a part of the community, this program only thrives when all parts of the community are involved, whether that is with moral support, donations, or volunteer work. Never miss an opportunity to increase engagement.

Secondly, even if a business accepts your grant proposal, there is a chance they will not follow through. If you have relied entirely on that company financing your purchase or need, and they decide they no longer want to or are no longer able to do so, you may be unable to provide the hungry children you serve with food. Overall, we suggest never relying solely on one source when it comes to financing a large project or purchase.

SHOWING SUPPORT

Show your appreciation for the community's support and keep them excited about SP4K! Send thank-you letters to donors; snap pictures of volunteer groups and post them on your program's Facebook page; close out every volunteer activity by letting them know how much they have accomplished; and, if possible, showcase the donors that have supported your programs efforts.

Ironing Out The Logistics & Mechanics

While you may have different churches and/or civic groups willing to store food and host sorting and packing, having your own warehouse is beneficial. Over the span of four years, we moved five times. Currently, we are located in our own 21,400 sq. ft. warehouse and invest \$120,000/month to serve over 10,000 kids.

As your program grows, having a designated building ensures there will always be a place to store and sort food, receive food orders, and pack bags. However, depending on how many you serve in your community, you may not need a warehouse. There are many communities that only require a small building, such as a school classroom or a storage unit.

How To Secure A Storage Facility

Go out into your community and look for them. Talk to community members and see if they can help, including them in every step of your program. In many communities, word of mouth has proven to be a successful way to get what you need. Your partners and donors can also provide a helping hand in acquiring the financial support you need to get a facility.

Loading Dock

For larger facilities and larger quantities of food, loading docks are necessary for when your food supplier delivers food.

Pallets

Pallets are needed to move large quantities of food from the truck to the facility. They also provide a place for your delivery totes to be stacked off the ground.

Pallet Jack

A pallet jack will be necessary for larger facilities. A pallet jack can move pallets stacked with filled delivery totes to a different location in the facility. During assembly, we have a pallet at the end of every table. Once the pallet is full of filled delivery totes (18-24 totes per pallet), the pallet is then moved so that another empty pallet can replace it.

Forklift

A forklift will be necessary for larger facilities. Forklifts easily and efficiently remove pallets stacked with food packaged items from a food truck to your facility.

TRANSPORTATION

Many companies like Labatt will deliver food directly to you. In most other respects, transportation will need to be provided by you, a volunteer, or many volunteers.

Once food has been packed and placed in delivery totes, it is ready to be transported to the schools. Transportation is also needed to take empty delivery totes back to your packing facility.

ORDERING FOOD

Who To Order From

Labatt supplies us with brand new, brand-name food. They are a billion-dollar company with more than 100 years of history in our state. Once your community becomes a part of the SP4K community, we will notify Labatt, and they will give you your login information and train you on how to use their services.

To place an order, log in with our partner Labatt Food Service, and we'll get your order in process immediately: <https://ww2.labattfood.com/sales/orderentry/login.aspx>.

How To Manage Your Bank Account

If you are working under the Baptist Community Services 501(c)3, our Senior Accounting Clerk will update and manage your bank account. At the beginning of every month, you will receive your bank account statement. However, you can request a bank statement at any time.

What To Order

Though your community's needs may differ, we have a list of foods that should be the basis of what you put in the Snack Paks.

To view the list of foods we include in Snack Paks, *please see Figure 8 on page 32*

To view the spreadsheet for ordering, *please see Figure 9 on page 32*

SCHOOL DELIVERY & PICKUP

Ultimately, each community's schedule will differ. However, we've included an example of our schedule for reference.

Delivery

We ask our volunteers to bring their own pickup, car, or SUV to our warehouse every Wednesday from 8:30 to 10 a.m. to deliver 35-45 lb. totes to schools. We need dedicated and reliable volunteers willing to work in all types of weather. Volunteers give totes to the School Coordinator and have no contact with the kids.

Though we usually drop off totes on Wednesdays, drop-off days are subject to change based on the school calendar, which the School Coordinator should update you on.

Pickup

As with delivery, we ask our pick-up volunteers to use their own vehicle. These volunteers receive an assignment that tells them which schools to pick up empty totes from every other Monday between 8 and 11 a.m. The empty totes are then brought to our warehouse to be repacked on the following day (Tuesday).

Sorting & Assembly Line Prep

Sorting is the process of organizing the different foods you have so that, when you start packing, everything is where it needs to be. Labeling totes is a great way to keep your food organized. Prepare food for the bag-assembly process by opening boxes, unwrapping packaging, stocking shelves, and removing trash from your storage/packing facility.

Once the food has been organized on shelves and/or in totes, make sure all food products are at least six inches off of the ground. You may choose to sort when you receive food orders, right before packing, right before and after packing, or all of the above.

To prep the assembly line, food items will need to be placed on the tables that you assemble the Snack Paks on. The assembly line will have each food item, from heaviest to lightest, starting on the end with the bags.

Under the table should be the backup food supply for each food item. At the end of the table, where the lightest items are, is where the delivery totes will be. If possible, label your tables where each food item goes from heaviest to lightest, starting from where the bags and bag holders are.

If you are unable to label the tables, make a list that shows the order that the food items need to go in. Make multiple copies so you can distribute them to volunteers that are helping to set up food items. We also suggest making some tables that are "kid friendly" or at kid height. Remember, SP4K is also a place where the entire community, including kids, comes out to help!

LEARN MORE



Packing

Starting from the end with bags, a volunteer will take a bag off the bag holder and hold it open for the next person in the assembly line. That person will then put their food item in the bag and hold the bag open for the next person down the line. This will go on until the end of the line.

After the last food item is placed in the bag, the next person will double tie the bag and then hand it to the person next to them. This person will place the filled, double-tied bag in a delivery tote. Four bags go on the bottom of the delivery tote and four more bags will be placed on top. No more and no less than eight bags go in each tote. Once a tote has been filled, it should then go onto a pallet. Each pallet should hold 18-24 totes.

As the food items on the top of the table run out, the backup food items, which correspond to the food items that were above them, will be pulled from under the table. If these run out as well, restock volunteers will need to pull food items from the shelves. Food items will either be in the box they were shipped in (but with the top cut off for easy access) or in storage totes.

When the food packaging or storage tote is empty, assembly line volunteers should place them on the floor behind them, where other volunteers will either throw the packaging away or put them with other empty storage totes to be refilled.

For an example schedule, please see Figure 10 on page 33

For tote labels, please see Figure 11 on page 33

For table labels, please see Figure 12 on page 33

Summer Program

Hunger does not take the weekend off, nor does it take the summer off. Once your program has established itself, consider addressing hunger in the summer. Seek out established summer programs in your community. They traditionally do not provide weekend meals. Communicate with them and explain your mission. With their approval, partner with them so your program can continue to fight weekend hunger during the summer.

We suggest that, for every child you serve during the school year, you place a flyer in their backpack that lists the different summer programs you are partnering with and where and when they take place.

For an example flyer, please see Figure 13 on page 34

LEARN MORE



Establishing An Online Presence

SOCIAL MEDIA

Social media is a great way to establish your program's online presence. Facebook, Instagram, YouTube, and other social media platforms are free, easy to keep updated, and can quickly reach a large number of people.

If you do take advantage of social media, be sure to appoint someone who thoroughly understands the SP4K mission, is able to consistently update it, and has a good grasp of social media tools in order to maintain an engaging online presence.

APPS

Some communities take advantage of the technology the schools they serve already use. Some schools have created apps to facilitate announcements to faculty and students, along with providing similar functions as those on their school website. Incorporating SP4K updates and volunteer needs to this app could increase your program's audience.

WEBSITE

We encourage all new communities to use our SP4K official website to host a web page for your community. This is an easy way to make sure your web presence corresponds with and maintains the SP4K brand.

These pages are meant to be a resource that allows people to find you, help with search engine entries, and also give your community credibility by demonstrating that it is part of a legitimate organization. This established credibility makes people feel safe about giving and volunteering.

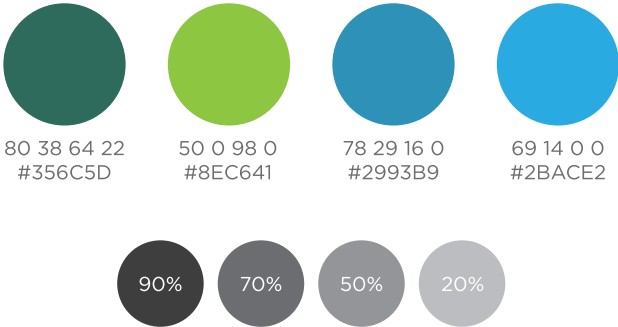
If you are interested in having your own community page in our website, please visit <http://snackpak4kids.org/communities>.

BRANDING STANDARDS

Naming Conventions

Official name Snack Pak 4 Kids, LLC
Common name Snack Pak 4 Kids
Abbreviated name SP4K

Official Colors



Official Logo



Evaluating Your Success

REPORTS

Monthly reports are mandatory for all communities and are due no later than the fifth day after the reported month.

They can be accessed here:

<https://www.sp4k.org/sp4k-resources>.

These reports are used to keep SP4K accountable to financial investors, ensure donors continue to provide funding, and assess volume data to better understand issues and evaluate successes. We ask that Site Coordinators report monthly totals, success stories, and any concerns or needs in this survey.

SURVEYS

Each May, we send out student and teacher surveys to all schools that are provided Snack Paks. We use this data to evaluate our impact and continue to provide the best food for kids over the weekend. This is a good way for you to see how your program is received by teachers and students, and how well it is working in the schools that you serve.

ARE YOU READY **TO END** WEEKEND HUNGER?

Weekend hunger is not something children should have to go through. Preventing it, however, can seem overwhelming, and maintaining a weekend hunger relief program is a daunting commitment.

But with the SP4K Model, the support and backing of your community, and a passion for helping kids, you can create a fully functional, self-sustaining program to help end weekend hunger in your community. You can make a difference in the lives of children and equip them with the nutrition they need to learn on Monday mornings.

This model is designed to support individuals and organizations from anywhere in the nation. Every community is unique, and you can tailor this model to fit yours. If you have any questions about establishing an SP4K in your community, reach out to our team. We're here to help! We can provide you with support and guidance as you create a weekend hunger relief program.



School Coordinator Tasks and Responsibilities

- Decide how the program will operate at your specific site
Where will you store the food?
How will the students receive their Snack Paks in a discrete manner?
Who will distribute should you be absent on a Friday?
- Coordinated annual survey efforts with students in May and ensure they are returned to SP4K
- Present Snack Pak 4 Kids to all faculty/staff at your site
Explain chronic hunger signs/symptoms and referral process.
- Place blank Child Referral forms in a convenient location for faculty/staff
- Begin receiving child referrals from faculty/staff
Place completed and approved referrals in a binder.
****Ask the nurse or the child of any food allergies**
- Send home notification letters/parent permission forms to parents of referred children
Snack Pak 4 Kids requires permission from parents, but make sure to **follow your school procedures and policies**. All permission forms remain in the possession of the school district.
- Meet with referred children individually to explain Snack Pak 4 Kids
"Backpack Buddies" or another creative name can be used when talking to the referred children about the program.
- Contact your SP4K contact by email or phone with number of bags you will need that week by Tuesday
so they can ensure no kids are missed. If no change then we will send the same amount at the previous week. Ashley York - ayork@bcsama.org or 626-9012
- Empty totes will be picked up by the Snack Pak volunteers on Monday or Wednesday. Please have them available in an easy location if possible.
- Prepare Distribution Record with names of children referred into the program
- Distribute sacks to children on Friday and record numbers on Distribution Record
- Submit the Monthly Report by the 5th of the month for the previous month online:

Figure 1. School Coordinator Tasks And Responsibilities

Identifying Chronically Hungry Children

Snack Pak 4 Kids is for students who are food insecure and who are not getting sufficient food outside of school *on a regular basis*. The following information is provided to help define a "chronically hungry" child.

Food Insecure: If a child does not get enough food outside of school he/she is considered "food insecure." The U.S. Department of Agriculture defines food insecurity as *households that are uncertain of having, or unable to acquire, enough food to meet basic needs of all their members because of insufficient money or other resources*. When the guardian of a child has to choose between food and other necessities, e.g., having electricity shut off because they don't have enough money, it is an indicator of food insecurity.

A child will not necessarily tell you that he doesn't have enough food at home, but through observation you can begin to see patterns and/or behavior that will set them apart. How do you identify a hungry child? Here are some examples:

A chronically hungry child will be anxious for a meal to be served. Perhaps they rush the cafeteria line or they are showing up early for breakfast. During the meal they will eat all of the food, not being picky in what they have placed before them. One indicator of hunger is that a child cleans his plate and will not carelessly throw portions of it away. They will also linger around for second helpings or even ask for more.

- Rushing food lines
- Extreme hunger on Monday morning
- Eating all of the food served
- Lingered around for seconds

How to respond to a child who says he is hungry:

A child who complains about being hungry is not necessarily a child who automatically qualifies for Snack Pak 4 Kids. Generally speaking, growing children have an appetite and will say they are hungry at periods throughout the day. However, in the case of a chronically hungry child, certain questions can be asked to assess need. In the morning a child may say they are hungry. Ask them if they ate breakfast. If they are eligible for free or reduced price breakfast then make sure they are taking advantage of this program. If they say they skipped breakfast find out why. Ask if they had enough food in the house or if it was just the case that they woke up late and didn't have time for breakfast. If they did eat breakfast, ask what they ate and if it was enough to make them full. You may also ask if they ate dinner the previous night. Once again ask what they had for dinner and if it was enough to fill them up.

By asking a few questions you should be able to assess whether or not this is just a case of normal hunger (where your stomach growls in anticipation for food—not because of a series of involuntary missed meals) or whether this seems to be a frequent incident that results because of food insecurity (the inability to afford enough food). Obviously a child who says there is never enough food in the house or that all they had for dinner were some potato chips is the child who is considered chronically hungry. Even if a child worries that there will not be enough food at home, this is a cause for concern. Food insecurity is the main reason for the SnackPak 4 Kids program. Any child who exhibits this behavior should be considered a candidate for receiving a backpack.

- Assess hunger through further questioning
- Determine reason for not eating
- Ask what they ate

Apart from recognizing food insecurity, physical appearance, school performance, and home situation are secondary indicators that help confirm chronic hunger.

Physical Appearance: Certain physical features are indicators of vitamin and/or food deficiencies. If the skin of a child appears to be puffy and swollen it can be due to a protein deficiency. A child who is very thin and whose bones are starting to protrude may have a lack of protein and calories. Another thing to watch for is redness around the lips and/or cracked lips. Finally, dry and itchy eyes can be a sign of a vitamin A deficiency. Please keep in mind that the weight of a child isn't always a sure indication of food insecurity. Some obesity is caused from poor nutrition in the diet of the child. Any of these physical signs should bring a concern and prompt further questions.

- Extreme thinness or puffy, swollen skin
- Chronically dry, cracked lips
- Chronically dry, itchy eyes

School Performance/Behavior: Sometimes the behavior of a child indicates problems at home, with food insufficiency being one of the problems. By observing some of the following it may help in identifying chronic hunger:

- Excessive absences – due to sickness or unexcused
- Hyperactive, aggressive, irritable, anxious, withdrawn, distressed, passive/aggressive – any display of these mentioned which leads to disciplinary action
- Repetition of a grade
- Difficulty in forming friendships, getting along with others
- Sickness – sore throat, common cold, stomach ache, ear infection, fatigue
- Short attention span, inability to concentrate

Home Environment: Sometimes children will be very open about what is going on at home. For example a child may say that her dad has lost a job and that the mother doesn't work. By listening to your students and by being in contact with parents, the needs of the family can be assessed, which in turn can help determine whether or not the child needs to be receiving a backpack weekly. A single parent family where the parent works on the weekend is probably a situation in which Snack Pak 4 Kids can help a child who may be responsible for fixing their own meal. If the parent is able to fix meals for the child, but may be limited on the amount of food available, it may be more beneficial to refer the family to a food pantry. SnackPak 4 Kids is designed for children who are not able to get sufficient food at home due to neglect or other circumstances that prevent them from having regular access to food.

- Lack of food resources
- Parent unable to prepare meals

Any child with multiple risk factors as listed above should be considered for Snack Pak 4 Kids.

Figure 2. Determining Student Hunger



ARE YOUR STUDENTS HUNGRY?

Do they...

- Rush food lines?
- Have extreme hunger on Monday mornings?
- Eat all their food?
- Ask for seconds?
- Eat others' food?
- Tell you that they are hungry?

Are they...

- Extremely thin or obese

Do they exhibit...

- Puffy or swollen skin?
- Chronically dry/cracked lips?
- Chronically dry/itchy eyes?
- Hyperactive, irritable, withdrawn, aggressive?
- Having problems getting along with others?
- Excessively sick or absent from school?

If these signs occur on a regular and consistent basis...

Please Contact

Your School's Snack Pak 4 Kids Site Coordinator

Figure 3. Determining Student Hunger



Snack Pak 4 Kids—Referral Form (2018-2019)

Child's Name: _____

Age: _____ **Grade:** _____ **Class** _____

Behavior that demonstrated Food Insecurity (Referral MUST include at least one item in this category)

- Rushing food lines
- Extreme hunger on Monday morning
- Eating all of the food served
- Linger around for or asking for seconds
- Comments about not having enough food at home
- Other _____

Check any other factors that apply to this child:

Physical Appearance

- Extreme thinness
- Puffy, swollen skin
- Chronically dry cracked lips
- Chronically dry itchy eyes
- Brittle, spoon-shaped nails
- Other _____

School Performance

- Excessive absences and/or tardiness
- Repetition of a grade
- Chronic sickness
- Short attention span/inability to concentrate
- Chronic behavior that leads to disciplinary action (hyperactive, aggressive, irritable, anxious, withdrawn, distressed, passive/aggressive)
- Other _____

Home Environment

- Often cooks own meal, or have another sibling who does
- Moves frequently
- Often spends the night away from home (primary residence)
- Loss of income
- Family crisis
- Other _____

If this child needs to receive extra food, please explain why:

Name/title of person referring the student: _____

Date of referral: _____ Date approved: _____

Approved by: _____

Figure 4. Referral Form

SNACK PAK 4KIDS® | APPENDIX



2018-2019 School Year

Dear Parent/Guardian,

Area donors are proud to offer Snack Pak 4 Kids, a weekend child-feeding program. This "backpack" program is designed to send child-friendly food home to **hungry children over the weekends that have little or no food at home**. Many of these children are on the free school lunch program and their parents rely on the school cafeteria as their main source of food for their child.

If you are struggling and need assistance feeding your child on weekends, we would like to give your child the opportunity to participate in our new "Snack Pak 4 Kids" program that will be available beginning _____.

On Fridays, or the last day of each school week, the school coordinator will see that your child discretely receives a **free bag of food** items in his or her backpack before the school day ends. The food items will be put into their backpacks for them to take home and eat over the weekend.

Research suggests that adequate nutrition has a positive link for your child's learning capabilities. If you feel like your child or family would benefit from this, **please sign the bottom of this letter and return it to the school office** and we will make sure your child's name is on our distribution list. Your response will be kept confidential.

Thank you,
(Name of school principal here)

Please fill out the following information if you would like your child to participate in our "Snack Pak 4 Kids" program, and then return it to your child's school office. _____

Child's Name _____

School _____ Class _____

List any food allergies that your child may have _____.

List of other children in the house and their ages:

(Name of School) and Snack Pak 4 Kids are not responsible for any allergic reaction my child may have to the food items supplied. **It is my responsibility to look through the food items received before giving them to my child to avoid any allergic reaction.**

Therefore, by signing below, I release **(name of school)**, Snack Pak 4 Kids, and **(name of school district)** harmless against all liabilities, damages, losses, or claims resulting from the food.

Parent/Guardian **Signature:** _____ **Date:** _____

PRINT Parent/Guardian Name: _____

Participants are not discriminated against because of race, sex, color, national origin, age or disability.

Figure 5. Permission Form



Año Escolar 2018-2019

Querido padre/guardián de _____

Donadores de nuestra área están orgullosos de poder proveer el programa de "Snack Pak 4 Kids", un programa de alimentación de fin de semana. Este programa está diseñado para proveer alimentos para niños que padecen hambre en los fines de semana o que tienen poco o ningún alimento en el hogar. Muchos de estos niños están en el programa de almuerzos escolares gratuitos y sus padres se basan en el alimento de la cafetería de la escuela como su principal fuente de comida para sus hijos.

Si usted necesita ayuda alimentando a sus hijos los fines de semana, nos gustaría darle a su hijo(a) la oportunidad de participar en nuestro nuevo programa "Snack Pak 4 Kids". El programa estará disponible a partir del viernes _____.

Los viernes, o el último día de cada semana escolar, el coordinador de la escuela se asegurará que su niño(a) reciba discretamente una bolsa de alimentos. Los alimentos se colocarán en sus mochilas para que se los puedan llevar a casa y comer durante el fin de semana.

Los estudios sugieren que una nutrición adecuada tiene una relación positiva en las capacidades de aprendizaje de su hijo(a). Si usted siente que su niño(a) o familia se beneficiaría de este programa, favor de firmar la parte inferior de esta carta y devuélvala a la oficina escolar de su hijo(a). El nombre de su hijo(a) se añadirá a la lista de distribución de alimentos. Su participación en este programa será confidencial.

Gracias,
(nombre del director(a) de la escuela aquí)

Favor de llenar la siguiente información si desea que su hijo(a) participe en el programa "Snack Pak 4 Kids". Debe regresar la forma a la oficina escolar de su hijo(a).

Nombre del niño(a) _____

Escuela _____ Clase _____

Lista de alergias a los alimentos que su hijo(a) tenga: _____

Lista de otros niños en la casa y sus edades: _____

La Escuela Primaria _____ no es responsable de cualquier reacción alérgica que mi hijo(a) puede tener a los alimentos suministrados. Es mi responsabilidad revisar los alimentos recibidos antes de dárselos a mi niño(a) para evitar cualquier reacción alérgica.

Por lo tanto, al firmar a continuación, libero a la **Escuela Primaria _____** y al Distrito Escolar de Amarillo de todas las responsabilidades, daños, pérdidas o reclamaciones derivadas de los alimentos donados.

Firma del padre/guardián: _____ Fecha: _____

Nombre de padre/guardián (escrito): _____

Los participantes no son objeto a discriminación por motivos de raza, sexo, color, origen nacional, edad o discapacidad.

Figure 6. Permission Form Spanish | Petición de Permiso

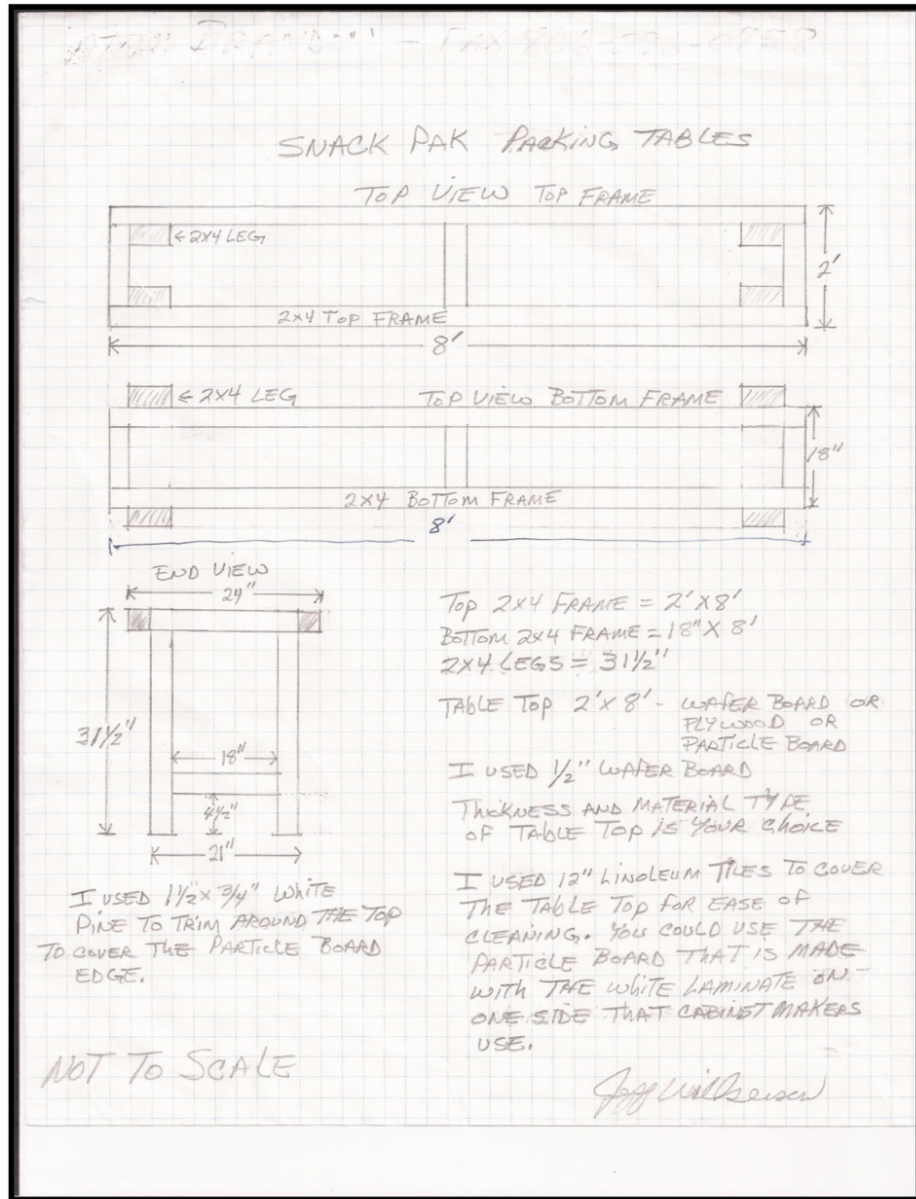



Figure 7. Tables Blueprints | Supplies

SNACK PAK 4KIDS® | APPENDIX



Contents of Snack Pak 2018-2019

- 2 Apple & Eve juice boxes
- 1 shelf stable Fairlife white milk
- 1 shelf stable Fairlife chocolate milk
- 1 Musselman apple/strawberry sauce squeeze pouch
- 1 Kelloggs NutriGrain bar
- 2 pouches of Kelloggs cereal
- 1 Austin peanut butter cracker pack
- 1 Cheez-It package
- 1 SP4K Beef Stik
- 1 packet of Planter's peanuts

We will be delivering each Wednesday morning with the exception of holidays.

Figure 8. Ordering Food

Snack Pak 4 Kids Ordering									
5000	kids per week	This is the total number of kids on the program each week							
1	weeks	This is the number of weeks you pack at one packing							
Quantity per pak	Item	Items for specified number of weeks	Previous Inventory of Leftover Items		Need Quantity	Items per case	Number of cases needed	Actual Case Order	
2	Juice Box	10000		0	10000	36	277.8	278	
2	Milk	10000		0	10000	27	370.4	371	
2	Cereal	10000		0	10000	96	104.2	105	
1	PB cracker	5000		0	5000	96	52.1	53	
2	Beef stick	10000		0	10000	384	26.0	27	
1	Apple sauce	5000		0	5000	50	100.0	100	
1	Cheez-Its	5000		0	5000	175	28.6	29	
1	Peanuts	5000		0	5000	144	34.7	35	
1	NutriGrain Bar	5000		0	5000	48	104.2	105	
0	Jar of pb	0		0	0	12	0.0	0	
0	Saltine crackers	0		0	0	48	0.0	0	
peanut butter and saltine crackers will be added and peanut butter crackers removed (9/14, 11/24, 12/18, 3/11, 5/27)								1103	Total Cases Ordered
Fill in the green areas and the yellow area will give you the amount you should order									

Figure 9. Ordering Food

Sun	Mon	Tue	Wed	Thur	Fri	Sat
	<ul style="list-style-type: none"> • Pick up empty totes (AM) 	<ul style="list-style-type: none"> • Sort and Prep (AM) • Order food (AM) • Pack (PM) 	<ul style="list-style-type: none"> • Deliver totes (AM) 		<ul style="list-style-type: none"> • Unload and sort food (AM) 	
	<ul style="list-style-type: none"> • Pick up empty totes (AM) 		<ul style="list-style-type: none"> • Deliver totes (AM) 			


Figure 10. Packing



Figure 12. Packing

Figure 11. Packing

Summer Lunch Snack Pak 4 Kids

 **June 7th - August 3rd**
1st day lunches are limited
Kids ages 1 to 18



Children under 5 years are welcome, but must be supervised at all times by a guardian or babysitter over 18 years old. Your kids will not need to bring a lunch to our program if they signed up for lunch the day before by 11:30 with recreation staff.

For more info call 378-9391 or visit amarilloparks.org




Snack Paks will be delivered on Fridays at the following park sites

Avondale	10am-5pm	12:15pm
Benton	10am-5pm	12:00pm
Bones Hooks	---	12:00pm
East	11am-5pm	12:30pm
Eastridge	---	12:30pm
El Alamo	10am-5pm	12:20pm
Forest Hill	11am-5pm	12:45pm
Gene Howe	11am-5pm	12:00pm
Glenwood	11am-5pm	12:35pm
Hamlet	11am-5pm	12:20pm
Margaret Wills	10am-5pm	11:20am
Memorial	10am-5pm	12:35pm
Oakdale	---	12:20pm
San Jacinto	11am-5pm	12:00pm
Southlawn	10am-5pm	12:50pm
Sunrise	---	12:15pm
Will Rogers	10am-5pm	12:15pm

Snack Paks can be picked up after lunch on Fridays

Summer Lunch Snack Pak 4 Kids

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Oakdale	---	12:20pm
San Jacinto	11am-5pm	12:00pm
Southlawn	10am-5pm	12:50pm
Sunrise	---	12:15pm
Will Rogers	10am-5pm	12:15pm

Snack Paks can be picked up after lunch on Fridays

Figure 13. Summer Program