

# Fueling our Children for Success: The Role of Cities in Reducing Child Hunger



# ACKNOWLEDGEMENTS

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# FOREWORD

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The Colorado Municipal League and Hunger Free Colorado are proud to partner in raising awareness of the many ways Colorado cities and towns can have a tremendous impact on addressing childhood hunger.

Childhood hunger is widespread but often invisible. One in five Colorado children struggle with knowing when or where they will get their next meal. This struggle has far-reaching impacts on their health, academics and development. ***This toolkit highlights the special role municipalities can play in alleviating childhood hunger and how to get involved with summer and afterschool meals.***

One of the responsibilities of city and town leaders is to make sure children in their communities have the support they need to grow and learn. The programs outlined in this toolkit help municipalities fulfill that responsibility and help children have fun, healthy summers—knowing where they can find a great meal or snack.

The pages that follow are a step-by-step guide, describing the many opportunities for cities and towns to get involved, the different ways of doing so, best practices for success and the incredible resources at their disposal.

This is not work municipalities can do in isolation. The toolkit also outlines the many different organizations and agencies that often serve as critical partners, from the faith-based community, schools and libraries to the business community and other area organizations.

We look forward to supporting our municipalities as they explore new ways to help the children in their communities thrive.

Sam Mamet  
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# CHILDHOOD HUNGER IN COLORADO

Imagine you're a parent, working late to make ends meet. However, working late means your daughter won't eat dinner until after you get home and her last meal was school lunch at 10:30am that morning. If the recreation center where she's waiting for you offered a meal or snack in addition to physical activity, she wouldn't be hungry and you would feel less stressed about working long hours to pay the bills.

This situation is reality for nearly a quarter of working families in Colorado. Child poverty is growing faster in Colorado than nearly any other state in the nation. This has huge implications on the number of children who are experiencing hunger. Statewide, one in six children are living in poverty and one in five Colorado children face the question of when or where they'll find their next meal.<sup>1</sup> The effects of childhood hunger are far reaching impacting educational outcomes, behavior and long-term health.

## THE DEVASTATING EFFECTS OF CHILDHOOD HUNGER

When children are hungry, it can affect their ability to learn, and cause adverse health and behavior issues. They struggle to concentrate in class, regularly visit the school nurse with headaches and stomachaches, and may act out because they are hungry. When children do not have enough to eat, it often impairs their academic performance. Hungry children suffer from two to four times as many individual health problems, fatigue, headaches, irritability, and frequent colds, compared with low-income children whose families do not experience food shortages. Iron-deficiency anemia in children can lead to negative health effects such as developmental and behavioral disturbances that can affect children's ability to learn to read or do mathematics. Anemia remains a significant health problem among low-income children, according to the Centers for Disease Control.<sup>2</sup>

The good news is that the negative effects of childhood hunger are avoidable, and cities can play a significant role in mitigating them. Reducing child hunger by investing in child nutrition programs can produce tangible results. Studies have shown that feeding hungry children can result in improved educational outcomes and fewer health and behavioral issues. Not only do these programs directly impact kids by providing them with healthy meals and snacks, they can also help families stretch their grocery budgets, providing additional benefits to the family as a whole. Cities benefit by creating a healthy citizenry. They gain an economic benefit as well – when children are fed, families spend their income on other goods and services.

## INTRODUCTION TO THE SUMMER FOOD SERVICE PROGRAM (SFSP) AND AT-RISK AFTERSCHOOL MEALS (ARAS)

For many students, the end of the school day or school year means reduced access to healthy meals and an increased likelihood of going hungry. To help kids get the fuel they need to thrive, the Summer Food Service Program (SFSP) and the At-Risk Afterschool (ARAS) Meals operate when school is out. Any child or teen 18 years of age or younger is eligible for both programs. The eligibility of locations varies, but eligible sites can serve all children in their vicinity. The USDA is an equal opportunity provider and employer.

Both the SFSP and ARAS are administered at the federal level by the U.S. Department of Agriculture (USDA) Food and Nutrition Services (FNS). The Summer Food Service Program is administered in Colorado by the Colorado Department of Education (CDE) Office of School Nutrition (OSN). The SFSP provides free meals by reimbursing cities and other sponsoring organizations for the cost of providing each meal. The federal government will reimburse up to two meals per day (with the exception of lunch and supper on the same day.) For example, a sponsor may decide to serve lunch and a snack, or breakfast and lunch, or another

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<sup>1</sup> Colorado Children's Campaign. [Online] <http://www.coloradokids.org/news/colorado-child-poverty-down-but-progress-uneven-across-communities/>.

<sup>2</sup> Students Too Hungry to Learn. *Learning First Alliance*. [Online] <http://www.learningfirst.org/students-too-hungry-learn-challenge-we-can-solve>.

combination of meals. Reimbursements should first be spent on food, but can also go to paying for administrative expenditures.

Currently, the Summer Food Service Program is underutilized. Nationally, only one out of seven children who receive free or reduced-price meals during the school year also participates in meals during the summer months. In Colorado, it's even fewer, only one in ten.<sup>3</sup>

The At-Risk Afterschool Meals, one component of the Child and Adult Care Food Program (CACFP), is administered by the Colorado Department of Public Health and the Environment (CDPHE). The At-Risk Afterschool Meals component provides reimbursement for meals and snacks provided at eligible sites after school and on non-school days including weekends, vacations during the school year and snow days. When school is out and parents are still at work, children need a safe place to be with their friends, with structured activities, supportive adults, and good nutrition. Snacks and suppers offered through ARAS provide a nutritional boost for children in lower income areas.<sup>4</sup>

## ROLES FOR CITIES

City leaders are in a unique position to provide support and expertise to help develop and expand At-Risk Afterschool Meals and the Summer Food Service Program in their communities. There are several ways mayors, city managers, city council members and city agencies can work to increase access to and participation at meal sites.

### SPONSOR SUMMER FOOD SERVICE PROGRAMS

City departments such as Parks and Recreation, Community Development and/or Housing are well-suited to be sponsors of ARAS and SFSP, and to host meal sites at local facilities, e.g., recreation centers, playgrounds, apartment complexes and libraries. City staff can also coordinate a working group or task force that focuses on the issue of child hunger and identifies strategies to reduce it, including initiatives to increase participation in out-of-school time meal programs. Relationships city staff have with key community partners, as well as knowledge of where young people congregate after school and during the summer, are integral to the success of these programs. As a sponsor, cities can choose the site, decide who will prepare the food and what meals will be served, and influence food quality. (More info on sponsorship below.) Lastly, city staff often have experience navigating administratively-heavy programs, similar to ARAS and SFSP.

*Learn about opportunities through the National League of Cities and Let's Move, Cities and Counties, for instituting meal programs with support from cities. To hear from municipal staff and elected officials about the operational aspects of these programs, click [here](#).*

### PARTNER WITH COMMUNITY ORGANIZATIONS THAT SERVE MEALS

Local nonprofits and other after school programming providers often act as sponsors of At-Risk Afterschool Meals and Summer Food Service Programs as well as activities for young people before and/or after meals. Cities may be in a position to support the enrichment programming that help make meal sites successful by tapping into existing resources. Conversations with these community organizations can lead to unexpected opportunities to support child nutrition programs and reduce local child hunger. As you connect with organizations that offer meals, consider asking them what support would help them increase participation.

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<sup>3</sup> Food, Research and Action Center. [Online] [http://frac.org/pdf/2015\\_summer\\_nutrition\\_report.pdf](http://frac.org/pdf/2015_summer_nutrition_report.pdf).

<sup>4</sup> Child and Adult Care Food Program. Colorado Department of Public Health and the Environment. [Online] [https://www.colorado.gov/pacific/sites/default/files/PF\\_CACFP\\_CACFP-At-Risk-Afterschool-Manual\\_0.pdf](https://www.colorado.gov/pacific/sites/default/files/PF_CACFP_CACFP-At-Risk-Afterschool-Manual_0.pdf).

## USE THE CITY'S EXISTING RESOURCES TO RAISE AWARENESS

Working with city staff and partners can boost the visibility of meal programs in the community, many times using resources the city has already. The City can post information about the At-Risk Afterschool and Summer Food Service Programs on the city's website, and spread the word through newsletters, social media, and other communication channels. It is essential to share information on meal programs with all City programs and agencies that touch the lives of children and families, such as libraries, human services, police and fire fighting personnel. Cities are also in a position to have an elected official, or other known person, champion the meal programs and support community efforts to address child hunger.

## USE A TARGETED MARKETING STRATEGY TO PUBLICIZE OUT-OF-SCHOOL TIME MEALS TO ALL CHILDREN

An important role for a City is to be a strong partner in helping to develop a marketing plan, including a kick-off event when the meal program starts. These events can raise awareness about the SFSP and ARAS in a way that brings key stakeholders and families together. Information about meal sites can also be included in utility bills, via auto-dials, through the city's 311 information line, bumper stickers or magnets on city vehicles, signs in parks, or the United Way's 211 information line. Cities can also take advantage of resources such as the Hunger Free Colorado Food Resource Hotline (855-855-4626) to make meal program site locations and operating hours easily accessible to families. Promoting the meal programs (and co-located activities) to all children, not just those enrolled in free/reduced price lunch helps increase participation not only by broadly raising awareness, but also by helping to prevent the meals from being stigmatized as "just" for those struggling economically.

## BUILD CHILD NUTRITION GOALS INTO A BROADER CITYWIDE AGENDA

City leaders can work with staff responsible for broader citywide initiatives such as [Let's Move! Cities, Towns and Counties](#) or other initiatives that focus on children and youth to expand the reach and scope of child nutrition programming. Some examples are healthy weight objectives for children and youth, and active lifestyles for children at Park and Rec facilities. To learn more, check out the National League of Cities' [issue brief on ARAS and SFSP](#).<sup>5</sup>

## BENEFITS TO CITIES AND COMMUNITIES PARTICIPATING IN THE FEDERAL MEAL PROGRAMS

- **Reduced child hunger**
- ***Improved educational outcomes for children***
- **Relief for working parents struggling to provide meals**
- ***Better attendance at enrichment activities***
- **Additional resources for the ARAS and SFSP**
- ***Stronger local partnerships***
- **Additional federal dollars flowing into the community**

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<sup>5</sup> Cities Speak. *National League of Cities*. [Online] <http://citiesspeak.org/2015/01/28/5-ways-cities-can-promote-afterschool-and-summer-meal-programs/>.

<sup>6</sup> Cities Can Reduce Childhood Hunger through Federal Meal Programs. *National League of Cities*. [Online] <http://www.nlc.org/find-city-solutions/institute-for-youth-education-and-families/family-economic-success/meals-issue-brief-home>.

# HOW TO DECIDE THE RIGHT ROLE FOR YOUR CITY

The following section describes the roles of meal program sponsors and meal site coordinators for both the Summer Food Service and At-Risk Afterschool meal programs. Review the description of responsibilities below and the checklists in the Appendix to help determine which role best fits your City.

## ROLES AND RESPONSIBILITIES OF ARAS AND SFSP SPONSORS

If your organization already provides services to the community, has capable staff and good management practices, you may be well-positioned to administer (sponsor) Summer Food Service and At-Risk Afterschool meal programs. As a program sponsor, the city selects the site(s), decides how food will be provided, handles administrative support and controls program operations. When operating a site but not acting as the sponsor, the city has more limited control and flexibility over how the meals are delivered.

**Locate eligible sites** Potential sites may include park and recreational centers, community centers, near or at City Hall, libraries, public swimming pools, or other places where children gather during the summer and after school. Other possible sites include schools, apartment buildings, mobile home parks, park sites, camps, churches or migrant centers. Identify locations where there is a scarcity of meal sites, but significant pockets of eligible children and youth.

**Hire, train, and supervise staff** The sponsor is responsible for hiring staff to apply for and administer the program. When applying to the program, it is important to build in a buffer, in case the process takes more time than initially planned. It is never too early to learn about the application process and begin gathering the necessary information and documents. As part of sponsoring the program, an organization or agency will also be responsible for selecting, hiring and training site staff, communicating with state agencies, determining the type of food service at the site(s), securing a vendor, if applicable, and ensuring food is properly delivered, accounted for, and safely stored.

**Arrange for meals to be prepared or delivered** The program sponsor can hire a vendor to prepare hot or cold meals off-site and then deliver them to meal program locations. A great option is to work with a school nutrition director; they will sometimes act as a vendor and supply food for sites other than schools. A sponsor may also decide to prepare meals on-site.<sup>7</sup>

**Monitor your sites** Site visits are needed to ensure program compliance and are required for both SFSP and ARAS. During these visits, monitors ensure site staff are properly handling food and providing meals that are eligible for reimbursement.

Additional areas to look when on a site-monitoring visit include:

- Are children participating in the planned activities at the meal site?
- Do kids, parents and staff look happy?
- Are children consuming meals on-site as required?
- Is there a welcoming atmosphere?
- Is the site easy to find with signage pointing to where children and youth eat?
- Are daily meal counts taken at the point of service and accurately recorded?

### Sponsor Options for Providing Food for SFSP and ARAS:

- *Sponsor prepares and serves meals on-site*
- *A vendor is hired to prepare and transport meals to the site*
- *Meals are prepared by school nutrition service at school sites*
- *Meals are prepared by school nutrition service and transported to the site*

**Prepare claims for reimbursement** Forms must be properly filled out to ensure the meal counts reflect the number of reimbursable meals served to children, sites are counting meals properly and the sponsor receives the correct reimbursement amounts. It's always a good idea to follow up and make sure that the reimbursement has been received.

<sup>7</sup> The Summer Food Service Program: 2016 Administrative Guide for Sponsors [Online]  
<http://www.fns.usda.gov/sites/default/files/AdminGuideSponsors.pdf>

**Keep financial and administrative records** Sponsors are responsible for developing annual budgets, financial recordkeeping, tracking costs and income, and performing administrative tasks. These records will be required to be kept for several years and reviewed in the program audit conducted by state personnel. Click [here](#) for a No Kid Hungry calculator to help in this work. (See [resources list](#) for all direct links.)

**Attend a training by the appropriate state agency.** Some of the topics covered by trainings are program administration, providing the required civil rights training and food safety. State agency training is an annual requirement for the Colorado Department of Education with the SFSP. With the Colorado Department of Public Health and Environment, training for CACFP-ARAS is required for new sponsors and new key staff, and it's recommended that this training be attended every 2 - 3 years by those who have previously sponsored the program. The sponsor is also responsible for annually training their site staff on the topics covered by the state agency training.

### **Work closely with the state agency administering the program**

State agency staff are great resources and will help brainstorm how to achieve your goals or clarify any confusing requirements. *Put their contact information on speed dial.*

#### **For Summer Meals:**

Colorado Department of Education  
Ashley Moen, MS, RD  
Summer Food Service Program Administrator  
Office of School Nutrition  
P 303.866.6653  
1580 Logan Street, Suite 760, Denver, CO 80203  
[Moen\\_A@cde.state.co.us](mailto:Moen_A@cde.state.co.us) [www.cde.state.co.us](http://www.cde.state.co.us)

#### **For Afterschool Meals or Snacks:**

Meghan George-Nichols, RD, LD, CLC  
Nutrition Consultant, Child and Adult Care Food Program  
Nutrition Services Branch  
P 303.692.6277 | F 303.756.9926  
4300 Cherry Creek Drive South, Denver, CO 80246  
[meghan.george-nichols@state.co.us](mailto:meghan.george-nichols@state.co.us) | <https://www.colorado.gov/cdphe/cacfp>

### **ROLES AND RESPONSIBILITIES OF PROGRAM SITES** (See Checklist in Appendix 3)

Some organizations select to operate a meal site rather than sponsor a meal program. Here is a list of the responsibilities for running a meal site.

**Supervise activities and meal service at your site** Activities may include sports or physical exercise, reading, tutoring, or educational activities, gardening and nutrition education, or arts and crafts projects. Cities might also bring in fire engines for children to explore, or local police for finger printing or to explain bicycle safety.

**Distribute meals by following Summer Food Service Program and/or At-Risk Afterschool Meals guidelines** Ensure children receive all meal components and that they are served in an approved manner and food is consumed on-site.

**Keep daily records of meals served** Accurate counts are needed for future ordering and for submitting correct claims for reimbursements. These need to be kept for several years after the program ends.

**Store food appropriately and keep the site clean and sanitary** This information is covered in detail at the site training provided by the sponsor.

## OTHER IDEAS TO GET MORE MEALS TO MORE KIDS

In trying to provide more meals for kids, cities can also help child nutrition programs expand without operating additional sites. Programs can often extend their hours of operation, add another meal or snack, or expand by adding another day of operation. For example, a site that serves lunch might add breakfast, or if a snack is only served from 3:30 p.m. - 4:00 p.m., it may serve more children by being open for a full hour. Meal times can shift seasonally to align with activity changes. Cities can help programs expand by providing additional resources, organizing activities at the sites, and communicating site details and seasonal changes to the children and families that depend on these programs. Another possibility to consider is using a mobile van or truck to bring the food directly to where kids congregate. Check out the [Mobile Meals Playbook](#).

## WHAT MAKES A GREAT SUMMER FOOD SERVICE PROGRAM OR AT-RISK AFTERSCHOOL MEAL PROGRAM

The good news about developing child meal programs is that it's been done before! There are cities that have led the way in creating best practices that can be adopted into new initiatives. Below are several critical areas to focus on when creating a SFSP and ARAS, including developing partnerships, providing healthy, nutritious meals, and choosing an appropriate site.

### COMMUNITY COLLABORATION AND PARTNERSHIPS

Community collaboration is a powerful tool for a successful meal program. It is important for mayors and other city leaders to build partnerships with stakeholders, such as statewide anti-hunger groups, schools, boys and girls clubs, and other community organizations, to implement meal programs in ways that maximize quality and participation. These stakeholders can serve as important outreach partners that help city leaders connect with their residents to build awareness of the meal programs in their communities. In addition, if cities want to become program sponsors, it is helpful to reach out to other sponsors to identify how they can come together to avoid duplication of efforts and instead work together to address gaps.<sup>8</sup>

Cities can also help foster collaboration by connecting community organizations to local summer and afterschool sponsors to explore becoming new sites. Cities can also convene community stakeholders in a child nutrition workgroup, integrating child nutrition programs into City efforts to reduce hunger and to address the achievement gap.<sup>9</sup>

### POTENTIAL PARTNERS

A strong network of partners can be key to operating a successful meal site. People and organizations interested in children and children's issues will be your most likely partners. Collaborating with others has the added benefit of helping to get the word out, as partners will talk to others in the community about nearby meal programs that provide healthy, nutritious food to children. Look internally to other city departments and programs that touch the lives of children and families.<sup>10</sup>

Potential partners might include:

- Schools (teachers, school nutrition directors, superintendents, school board members, parent-teacher organizations, and school nurses)
- Parks and recreation departments
- Anti-hunger advocacy organizations

#### Libraries as Partners

*Libraries are safe and accessible gathering places that exist in nearly every community. Creating meal programs at libraries helps to educate families about library services, and can boost overall participation in summer reading programs. Click [here](#) for more information.*

<sup>8</sup> Weill, Jim. *Food, Research and Action Center*.

<sup>9</sup> Weill, Jim. *Food, Research and Action Center*.

<sup>10</sup> Teaming Up with Libraries. *USDA Food & Nutrition Service*. [Online] <http://www.fns.usda.gov/sites/default/files/sfsp/SMT-Libraries.pdf>.

- Faith-based groups
- Human service agencies/departments
- Local businesses
- Housing complexes or apartment buildings involved with USDA Rural Development or the US Dept. of Housing and Urban Development
- Food banks and food pantries
- Parent Teacher Organizations/Associations
- Police Athletic Leagues
- Local public health authorities
- Public health nurses
- Universities and community colleges
- Civic organizations
- Boys and Girls Clubs
- YMCA and YWCA
- LiveWell Colorado
- Libraries
- Hospitals
- WIC clinics

Click [here](#) for more information on potential partners.

## PROVIDING NUTRITIOUS FOODS THAT KIDS WILL EAT

The menus offered at meal programs have tremendous impact on participation. Healthy, appealing, culturally appropriate meals are central to program success. Sponsors have a few options when considering how to prepare or purchase meals for their sites. They can prepare the meals themselves, contract with a local school to provide meals, or engage in a competitive bid process to select a vendor. The advantage to sponsors of preparing their own meals is that there is greater control over what is offered.

The areas to take into consideration when focusing on meal quality include:

- Healthy menu options that are culturally appropriate to the kids being served
- Good variety of food
- Offering fresh fruits and vegetables
- Leak-proof and transportable packaging
- Distinct meal substitution procedures
- Timely deliveries

Consider taking the time to survey the families you are aiming to serve to learn about their preferences, either before the program has begun or when the program is operating. For a full discussion on purchasing procedures and actions to improve meal qualities, click [here](#).

*Click [here](#) to listen to three nutrition directors describe how they are involved with afterschool snack and supper programs, both in their own schools and as a vendor for other locations. You'll also hear an advocate talk about how his organization works with nutrition directors, principals and administrators, parents and others to build support for implementing these programs in high need areas. <sup>11</sup>*

## WORKING WITH SCHOOLS

Schools are an important resource when developing successful meal programs for kids. School nutrition departments are often contracted to provide the food for the Summer Food Service Program and At-Risk

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<sup>11</sup> Food, Research and Action Center. Audio Call. [Online]

[http://frac.org/conf\\_call\\_audio/afterschool/2015\\_apr\\_work\\_with\\_nutrition\\_director\\_asmm.mp3](http://frac.org/conf_call_audio/afterschool/2015_apr_work_with_nutrition_director_asmm.mp3).

Afterschool Meal Program. They have tremendous expertise in operating federal child nutrition programs, developing menus, preparing and purchasing food. Schools are often program sponsors and meal vendors. The summer and afterschool meal reimbursements can support the financial health of a school district's school nutrition programs, and the meals can often be provided with a minimal increase in labor costs. These meal programs also provide the school nutrition department another opportunity to support the health and well-being of their students.

Here are two ways school nutrition departments might provide food for an At-Risk Afterschool meal program:

- The staff put together the meals and/or snacks during the school day, when they are there to prepare the school's breakfast and lunch programs. The meals and snacks are stored, often in coolers or hot boxes. The afterschool or summer program staff has access to where the food is stored, distributes meals (and snacks) following the school's health and safety procedures, conducts a meal count, and maintains an attendance roster.
- Another option is for the school nutrition staff to prepare and serve the meals (and snacks) and take the meal count. The afterschool program must keep an attendance roster.

The first option lowers the labor costs, which is an attractive way of structuring the program. It also means that the afterschool program staff is responsible for keeping accurate meal counts and serving meals. The school nutrition department trains the staff so everyone understands their responsibilities, including following the health and safety rules.

The second option is common when the school nutrition department wants to be fully responsible for the program, or when the afterschool program is so large that it makes sense to have the school nutrition staff assist. This can work well if the nutrition department is keen to play that role and/or if the City doesn't have the capacity to carry out the meal service.

## **WORKING WITH SCHOOL NUTRITION DIRECTORS**

While it seems to make sense for meal programs to be operated by the school food service department, there are times when the school nutrition director may not be able to be involved. This is particularly the case if a meal program is not located at the school or has limited staff.

Concerns about having a high enough participation rate to make the meals financially sustainable can be one reason school nutrition directors hesitate to start a new meal program. Another is lack of staffing. There must be a high enough participation rate for the program to make financial sense with the amount of the meal reimbursements. Even with high levels of participation, meal reimbursements may or may not cover all costs associated with running the SFSP or ARAS. This is where additional stakeholders can play a crucial role. Nonprofit organizations, cities, and other neighborhood groups can support schools by reaching out to the community to make folks aware of these programs and ensure program participation. They can also support the meal programs by providing resources for activities, staffing or other program areas.

The first step in working with schools is to set up an appointment with the school nutrition director, and gauge their interest in sponsoring these programs, or in being a vendor. If you are unable to connect with the school nutrition director, you may need support from the leaders in your district, such as the superintendent or the school principal(s). They have an interest in ensuring that students have access to the nutrition programs so they have the fuel needed to learn. Community as well as school-based programs can make the case for the SFSP and ARAS to school officials.<sup>12</sup> For more information on the links between childhood hunger and academic achievement, contact Hunger Free Colorado at [info@hungerfreecolorado.org](mailto:info@hungerfreecolorado.org).

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<sup>12</sup> At-Risk Afterschool Manual. Colorado Department of Public Health and the Environment . [Online] [https://www.colorado.gov/pacific/sites/default/files/PF\\_CACFP\\_CACFP-At-Risk-Afterschool-Manual\\_0.pdf](https://www.colorado.gov/pacific/sites/default/files/PF_CACFP_CACFP-At-Risk-Afterschool-Manual_0.pdf) .

## SELECTING A GREAT SITE

Finding a site is one of the most important elements in creating a successful nutrition program. It's good to invest some time in making sure it will work for participating children and their families.

To qualify for the federal reimbursement for the Summer Food Service Program and At-Risk Afterschool Meals, the site must be in an area where 50% of the student population is eligible for the free or reduced price meal rate. Sponsors also need to determine where gaps exist and then determine eligible sites in that area. To check on site eligibility for SFSP, refer to this [map](#). To determine where programs are needed, refer to the USDA Capacity Builder [map](#).

To check on site eligibility for ARAS, click [here](#), and look at the PK-12 link within this site.

When considering children, it's important that the site is within easy walking distance (no farther than a mile, but preferably within half a mile of where they'll be coming from), that there are no major barriers such as busy streets or freeways, and that the route is safe for a child to navigate. For families, it's helpful to have the site accessible by public transportation, as many parents and grandparents work during the summer and after school hours. Schools can be great sites since they are familiar to children and their families, and are a logical choice for afterschool meal programs. While schools are a logical choice, also think outside of the box and consider other places where children naturally congregate during the summer. Cities have found that meal programs situated at parks, swimming pools, and recreation centers can be excellent sites, as they are often under city jurisdiction and are generally well known to the community. The activities at these locations provide kids with a reason to be present for meals, as well as the opportunity to be physically active. *See Appendix for checklist of factors to strongly consider when selecting a site.*

### Here at Home

*The City of Englewood located their summer meals at the City and County Building for a number of reasons:*

- 1. It was a centrally located building with easy access to bus service, light rail, and Englewood's free "Art Bus".*
- 2. The program manager was able to draw from a pool of City and County employees to serve meals on a rotating basis.*
- 3. A library was also at this location, offering fun educational programs before and after the lunches were being served.*

*"It was amazing to see how much Englewood's city officials looked forward to their volunteer days and how much of a community feel we had. On our second day of service a little boy, who came every day, had his bike stolen. The police were getting ready for an auction and they found a really nice bike for him. One of the women who worked in the courts bought him a lock for his bike. He told me this was the first time in his life that he liked seeing the police that patrolled the City Center. I'm really excited about all the great things we did over the summer, while feeding 6,500 kids."*

*– Jessica Luem, City of Englewood*

## PROVIDING GREAT ENRICHMENT ACTIVITIES

Although activities are not a requirement for SFSP, pairing site activities with the meal service has shown to increase participation, and demonstrates to parents that the site is a safe, engaging place where kids can eat, learn and play. Programming at a site can be as extensive as a sponsor or site wishes, ranging from providing a coloring sheet to inviting local athletes to come have lunch and talk about their sport. Kids love enrichment activities and enjoy pretty much anything extra that a site can provide. Make sure activities are age-appropriate for the children and youth at each particular site, especially for older youth. Be creative in recruiting volunteers; many times there are parents or older children at a site who are more than willing to lead

an activity, read to youngsters, or start up a game of soccer. Keeping an activity bin on site invites children to take initiative in starting up an activity. Click [here](#) for fun ideas and tools to use in providing enrichment activities.

While activities are encouraged at all meal program sites, they are a specific requirement of the At-Risk Afterschool Meals within CACFP. Programs must provide educational or enrichment activities in an organized, structured, and supervised environment. Although there are no specific requirements for the types of educational and enrichment activities that a program can offer, examples include, but are not limited to: arts and crafts, homework assistance, life skills, remedial education and organized fitness activities. Organizations should contact CDPHE-CACFP at 303-692-2330 for assistance in determining if an activity is eligible.<sup>13</sup>

## **MARKETING YOUR SUMMER FOOD SERVICE PROGRAM OR AT-RISK AFTERSCHOOL MEALS**

Marketing can be done in a variety of ways, and should be tailored to the specific communities the City is aiming to serve. Different groups often require different marketing strategies: consider literacy, languages, and the age of your target population when marketing your program. Teenagers, for example, respond to a different messaging strategy than younger children or parents.

Involving stakeholders in community outreach is a great way to get the word out. Invest in marketing through schools: have a speaker at back-to-school night; post fliers on school bulletin boards; send fliers home in backpacks; and use telephone auto-dials and/or emails from the school. Try door-to-door outreach and door hangers near the meal site. Ensure there are highly-visible signs outside of the building site with clearly marked times and directions to the serving area. Think about using radio announcements, especially in Spanish-speaking communities.

Working with other city staff and departments to market your program can also be very effective. City (or school district) staff may be able to help develop multi-lingual fliers and posters to pass out and post. The marketing department may be able to promote the meal programs through newsletters, press releases, social media outlets, with information on buses, announcements in movie theaters, or with special events. The Summer Food Service Program requires that a press release be created and distributed as part of the application.<sup>14</sup>

Internal marketing to kids already on site is also critical to strong participation. While the meal program is operating, make a daily announcement at your meal site, just prior to your meal service. Personally invite anyone 18 years old and younger at your meal site to enjoy a meal. Be ready to share what's on the menu for the day. Engage in this strategy throughout your meal service! Make sure there is someone to direct people to the site, and train staff to warmly welcome kids and families. Check to make sure the site is visible and accessible so people can easily find it. Fifteen minutes before the end of your meal service, send out a volunteer to do a "last call", remember to thank youth for coming, and remind them how long you'll be serving meals. Multiple reminders and encouragement to join in a meal is helpful for children and youth to feel welcome and to remind kids that they are hungry.<sup>15</sup>

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<sup>13</sup> At-Risk Afterschool Manual. Colorado Department of Public Health and the Environment . [Online] [https://www.colorado.gov/pacific/sites/default/files/PF\\_CACFP\\_CACFP-At-Risk-Afterschool-Manual\\_0.pdf](https://www.colorado.gov/pacific/sites/default/files/PF_CACFP_CACFP-At-Risk-Afterschool-Manual_0.pdf).

<sup>14</sup> Summer Food Service Program. Colorado Department of Education, [Online] <http://www.cde.state.co.us/nutrition/osnfsresources>.

<sup>15</sup> The November 2015 webinar, "An Introduction to Summer and Afterschool Meals" contains additional information on internal and external marketing strategies. For full webinar, [click here](#). Effective Outreach section starts 1 hour, 47 minutes into webinar. The information is also summarized in Appendix 2.

# WORKING WITH HEALTH DEPARTMENTS

## SUMMER FOOD SERVICE PROGRAM

In Colorado, the counties are responsible for health department requirements, and each county handles health and safety inspections differently. For some counties, working with SFSPs may be a new experience. It is critical to be in touch with the Colorado Department of Education (CDE) for guidance on this issue. CDE has information on their website on steps to take when working with the local health department. When organizing the SFSP, the Colorado Department of Education has the following requirements, as stated in the SFSP Administrator's Guide for Sponsors:

Sponsors must notify their local health department in writing of all prospective site locations and arrange for prompt and regular trash removal. Before program operations begin, sponsors must submit to the State agency a copy of the letter notifying the local health department of their intention to provide food service at specific times at planned sites.

The Colorado Department of Education has a template that can be used in notifying health officials. The template can be found on the SFSP Resources webpage under [sponsor forms](#).

It's important to note that a sponsor must request a health inspection, however, a health inspection is not required for participation in the program. Additionally, if a site participates in the National School Lunch Program, School Breakfast Program, or At-Risk Afterschool Meals, and regularly receives health inspections through them, an additional health department inspection request is not required for SFSP.<sup>16</sup>

## AT-RISK AFTERSCHOOL MEALS

When working with ARAS, there is a two-step process in assessing what is needed from the health department.

The first step is determining if your site needs a childcare license, which is determined by the Colorado Department of Human Services, Office of Early Childhood. To determine the licensing status of your current or potential site, contact Karen Sparacino at [Karen.Sparacino@state.co.us](mailto:Karen.Sparacino@state.co.us), or 303-866-4559. The best way to contact Karen is via e-mail with information she needs to begin the process. See [Appendix 8](#) for the specific information. Additional information can be found at this [website](#).

The majority of the ARAS programs in Colorado are not required to have a childcare license, but documentation of an exemption for your site is required to be submitted to CDPHE-CACFP.

The second step in determining health department involvement is deciding on the type of meal service and types of food that will be provided. Contact CDPHE (see Appendix A) and they can help walk you through the process of working with the health department, depending on your program needs. As with the SFSP, if a site participates in the National School Lunch Program, and regularly receives health inspections through them, an additional health department inspection is not required.

## POTENTIAL ISSUES TO CONSIDER WHEN PLANNING SUMMER FOOD SERVICE AND AT-RISK AFTERSCHOOL MEAL PROGRAMS

No organizing process is without hiccups, especially when done for the first time. However, many of these challenges can be addressed by considering them beforehand and as the meal programs are developed. Below are some of the barriers that others have encountered, along with ideas for overcoming them.

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<sup>16</sup> Summer Food Service Program. Colorado Department of Education [Online] <http://www.cde.state.co.us/nutrition/osnfspresources>

## **BARRIERS FOR FAMILIES**

### Transportation

The best way to avoid transportation barriers is to take transportation into account when choosing a site. A site that is walkable, visible and on a bus line, will help to alleviate some of these challenges by virtue of its location. Consider these specific transportation issues below.

#### Transportation issues facing families:

- If children take the bus to school, it may be difficult for them to get home if they stay for an afterschool program.
- If an older sibling is responsible for getting a younger one home, having different schedules can prohibit one or both from participating in meal programs.
- Providing transportation may be too expensive for some parents or out of sync with family schedules, especially during the summer.

When trying to address these challenges, it's extremely helpful to have community members and the people you're aiming to serve as stakeholders in the planning process to help identify potential barriers and local solutions. Parents, grandparents or neighbors will know where and how children are already spending their time, the specific barriers families face and may be able to arrange a carpool to the site. Volunteers, churches, and nonprofit organizations may be able to help with transportation. Sponsors can also explore their capacity to operate a mobile meals model. Sites should be started where families and children are already congregating.<sup>17</sup>

#### Kids or parents don't like the food

If kids don't like the food that is served, they won't stay for an ARAS snack or SFSP meal. If parents think the food isn't healthy or low quality, they may not want their children to participate in the program. It's important to provide meals that are culturally appropriate and based on kids' feedback. Regularly request this information in informal ways and then use the feedback to select different meals, or inform food preparers what youth like/don't like about the meals. Work to provide snacks and meals that are both tasty and nutritious.<sup>18</sup>

#### Lack of program awareness<sup>i</sup>

Marketing a children's meal program is key to developing high participation rates, and working closely with community members will help determine what channels to use to promote the site. (For more information see [Potential Partners](#) and [Marketing](#) sections above.)

#### Families of all cultures may not feel welcome

If families feel uneasy, or out of place at the meal site, they won't return. Consider having a volunteer greeter to meet folks outside, and make sure signs are in appropriate languages. Try serving food that reflects the community and serve to all kids at the same time. Having games and toys that will attract children is also a good welcoming strategy. Conduct outreach in communities using trusted community members who can become liaisons and champions for SFSP and ARAS.

#### Lack of activities that engage children

Experience shows that meal sites paired with activities are more likely to have strong, consistent participation. Activities can be simple and inexpensive, but do require some planning. Here is another area where stakeholders can be involved and help with coordinating activities. There are many community groups and individuals who may be willing to coordinate site activities, as well as lead them. You never know until you ask! Engaging volunteers not only gives the kids something to do, but helps volunteers see the need for the meal

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<sup>17</sup> Consulting, JVA, Hunger Free Colorado's Afterschool Meal Programs. Denver : s.n., 2014

<sup>18</sup> Consulting, JVA, Hunger Free Colorado's Afterschool Meal Programs. Denver : s.n., 2014

program site. Assess the site where children eat—create an ambiance where anyone would feel good about sitting down and enjoying a meal.<sup>19</sup>

## OPERATIONAL CHALLENGES

### Getting Buy-In from City Staff and Leadership

From the beginning of the organizing process, be sure to include major players in the City who can make things happen, obtain the right approvals, and assist in the application process. Having buy-in from key staff and leaders may help in expediting the SFSP or ARAS application, and in navigating city operations. This might be a department head, City Manager, the Mayor, or member of the City Council. If that's not possible from the outset, work to get on the agenda of decision-makers and invite them to champion the program.

### SFSP and School Nutrition Director Relationships

With SFSP, schools have the “first right of refusal” in operating school-based meal programs. If a city is interested in developing a SFSP that overlaps with an existing school site or target area, the School Food Authority has priority in operating at that site. As much as possible, cultivate a relationship with the school nutrition director, discuss timelines for planning, and how you might work together to build a great program. Keep the lines of communication open and work in collaboration when feasible. If unable to establish a relationship, try working with the school principal, school board members, and/or engage parents in the process.

### Operating a SFSP when School is Closed

In many instances, school nutrition directors are not able to operate meal programs when school is closed. For example, they may be interested in running a program when summer school is in session, but not for the remainder of the summer.

One option is to pursue “piggy-backing” strategies to coordinate other sites near schools after the school site closes for the summer. Piggy-backing is often carried out by promoting one site to kids attending a meal service at another. The piggy-backing strategy is also useful when two sites are located near each other but serving meals at different times or different days. Perhaps the school serves breakfast and lunch and the city-sponsored site can serve an afternoon snack or early supper.<sup>20</sup>

Another possibility is to work with other organizations besides schools as sponsors or vendors – ranging from food banks to community colleges. (All vendors must be registered with the CDE Office of School Nutrition.) A longer term strategy might be to foster a collaborative process to increase coordination with the school's tentative plans and City options. In many communities, different sponsoring organizations meet in January or earlier to coordinate their site planning.

If you have questions, concerns or need additional clarification, please contact the program staff. Child nutrition programs can seem complex, but state agency staff are available and eager to help in the event confusion arises or clarification is needed. Hunger Free Colorado can also be a resource to help resolve issues and concerns at [info@hungerfreecolorado.org](mailto:info@hungerfreecolorado.org).

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<sup>19</sup> Consulting, JVA, Hunger Free Colorado's Afterschool Meal Programs. Denver : s.n., 2014

<sup>20</sup> Participating Through the School Nutrition Dept. *Food Research and Action Center*. [Online] <http://frac.org/participating-through-the-school-nutrition-department/>.

**For Summer Meals:**

Colorado Department of Education  
Ashley Moen, MS, RD  
Summer Food Service Program Administrator  
Office of School Nutrition  
P 303.866.6653  
1580 Logan Street, Suite 760, Denver, CO 80203  
[Moen\\_A@cde.state.co.us](mailto:Moen_A@cde.state.co.us) | [www.cde.state.co.us](http://www.cde.state.co.us)

**For Afterschool Meals or Snacks:**

Meghan George-Nichols, RD, LD, CLC  
Nutrition Consultant, Child and Adult Care Food Program  
Nutrition Services Branch  
P 303.692.6277 | F 303.756.9926  
4300 Cherry Creek Drive South, Denver, CO 80246  
[meghan.george-nichols@state.co.us](mailto:meghan.george-nichols@state.co.us) | <https://www.colorado.gov/cdphe/cacfp>

# RESOURCES

## FOR SUMMER FOOD SERVICE PROGRAMS:

### Summer Meals Toolkit

This USDA toolkit includes tips for getting the word out through community-based outreach, information on Program policy and administration, ideas for planning and collaborating with stakeholders, and shares Program resources and best practices.

<http://www.fns.usda.gov/sfsp/summer-meals-toolkit>

### Resource Page from CDE

This includes information on menu planning, food service management companies, outreach tools, food safety, and a list of sponsor forms. There is also a detailed listing of grants for Summer Food Service Programs.

<http://www.cde.state.co.us/nutrition/osnsfspresources>

### Summer Food Activity Guide

Developed by Hunger Free Colorado, this is a comprehensive listing of activities to enhance your food program. Detailed information and examples including: group games; sports and fitness activities; arts and crafts and much more. The examples and materials in this Guide will last for several summers!

<http://www.hungerfreecolorado.org/wp-content/uploads/2015/05/Summer-Food-Activity-Guide.pdf>

### Summer Meals and Transportation Challenges

Highlights innovative transportation models and includes funding opportunities for SFSP.

<http://www.fns.usda.gov/sites/default/files/sfsp/SMT-Transportation.pdf>

### Lunch at the Library

The California Summer Meal Coalition has created a detailed, step-by-step document for organizing summer meal programs at libraries.

[www.lunchatthelibrary.org](http://www.lunchatthelibrary.org)

### Mobile Meals Playbook

Share Our Strength's Mobile Meals Playbook offers best practices for determining if mobile is right for you, making plans for a new mobile program, and/or adopting better practices to improve your existing programs.

<https://bestpractices.nokidhungry.org/summer-meals/mobile-meals-playbook>

### FRAC's Outreach to Increase Participation in the Summer Nutrition Programs

FRAC takes a unique look at increasing participation by laying out strategies on a month-to-month basis. Action steps are broken down starting in January and continuing through June.

[http://frac.org/wpcontent/uploads/2010/04/sfsp\\_outreach\\_tips.pdf](http://frac.org/wpcontent/uploads/2010/04/sfsp_outreach_tips.pdf)

## **FOR AT-RISK AFTERSCHOOL MEALS:**

### CACFP At-Risk Afterschool Manual

This CDPHE manual covers the application process, determining eligibility, food components of the meal, and has a good Frequently Asked Questions document.

[https://www.colorado.gov/pacific/sites/default/files/PF\\_CACFP\\_CACFP-At-Risk-Afterschool-Manual\\_0.pdf](https://www.colorado.gov/pacific/sites/default/files/PF_CACFP_CACFP-At-Risk-Afterschool-Manual_0.pdf)

### FRAC's Afterschool Meals Guide

This includes sections on: afterschool meals basics; simplifying the application; operating and administering the program; and training and sample materials. There's a very helpful section on working with school nutrition directors, as well as sample outreach materials from programs across the country.

<http://frac.org/federal-foodnutrition-programs/afterschool-programs/fracs-afterschool-meals-guide/>

### CDPHE Materials for ARAS Meals

You'll find many helpful forms and other materials for administering the ARAS Meals. Included are sample menus, production records, site visit forms, reimbursement forms and sample letters to parents.

<https://www.colorado.gov/cdphe/cacfp-materials-and-forms>

### Recording of a FRAC Afterschool Meals Matter/Summer Food Service Program call

Learn about opportunities through the National League of Cities and *Let's Move, Cities Towns, and Counties*, for instituting meal programs in connection with the First Lady's *Let's Move* initiative. You'll hear from municipal staff and elected officials about the operational aspects of these programs, and the kinds of support cities can provide.

[http://frac.org/conf\\_call\\_audio/sfsp/2015\\_jan\\_summer\\_afterschool\\_programs\\_sfsp.mp3](http://frac.org/conf_call_audio/sfsp/2015_jan_summer_afterschool_programs_sfsp.mp3)

## **FOR BOTH SFSP AND ARAS**

### Ten Steps that City Leaders can take to Promote Meal Programs (from National League of Cities)

Information details 10 ways cities can be involved in meal programs, with an example for each one. Good information for city staff.

<http://www.nlc.org/find-city-solutions/institute-for-youth-education-and-families/family-economic-success/issue-brief-ten-ways>

### No Kid Hungry Calculator

This is an interactive calculator that provides decision-makers in schools and districts with a business model to understand the financial feasibility of feeding students by maximizing three federal nutrition programs: school breakfast, afterschool meals and summer meals.

<https://bestpractices.nokidhungry.org/business-model-tool-0>

### Getting Started: Summer and Afterschool Meals

Hunger Free Colorado sponsored an Introduction Session for Summer and Afterschool Meals, and compiled a PowerPoint of all the presentations. The full recording of the webinar is available [here](#). The PowerPoint deck, which includes information from state agencies as well as accounts by folks working with these programs for the first time is available [here](#).

### A How-to Guide for Summer Food Sponsors on Purchasing High-Quality Summer Meals

A comprehensive guide describing the options for purchasing food, including: strengthening contract language through the Invitation for Bid; improved vendor communication; increased competition and legislation.

[http://frac.org/wp-content/uploads/2009/09/summer\\_meals\\_vendor\\_guide.pdf](http://frac.org/wp-content/uploads/2009/09/summer_meals_vendor_guide.pdf)

## **APPENDICES**

1. Chart of program differences between ARAS and SFSP
2. Promoting Your Meals Program
3. Checklist for Site Location
4. Budgeting for Success
5. Sample Job Description
6. Sponsor checklist
7. Non-Discrimination Statement
8. CDHS Licensing Requirements

## APPENDIX 1: DIFFERENCES BETWEEN SFSP AND ARAS



**COLORADO**  
Department of Education



**COLORADO**  
Department of Public Health & Environment

<b>State Agency and Program</b>	Colorado Department of Education (CDE) <i>Summer Food Service Program</i>	Colorado Department of Public Health & Environment (CDPHE) <i>At-Risk Afterschool Program</i>
<b>Application Process</b>	Must apply through the CDE OSN online system located at: <a href="http://www.cde.state.co.us/nutrition/osnfsppapplicationclaimssystem">http://www.cde.state.co.us/nutrition/osnfsppapplicationclaimssystem</a>	Complete the CDPHE-CACFP intake form found at: <a href="https://www.colorado.gov/pacific/cdphe/cacfp">https://www.colorado.gov/pacific/cdphe/cacfp</a> Or contact Julie Pfankuch, CACFP Program Assistant at <a href="mailto:Julie.Pfankuch@state.co.us">Julie.Pfankuch@state.co.us</a> or 303-692-2330
<b>Times of Operation</b>	May – September for traditional school calendar areas  October-April during unanticipated school closures (i.e. emergencies)  May operate on any day during the week, including weekends and holidays during the summer	School days, non-school days, weekends, vacations, and holidays during the school year
<b>Meal Service Locations</b>	Schools Camps Churches Community/Recreation centers Housing projects Libraries Migrant centers Apartment complexes Parks, playgrounds and pools Other public sites where children gather	Schools Recreation centers Libraries Neighborhood Youth Organization (NYO) Faith-based organizations Traditional child care centers Outside school hours care centers Other sites where children gather
<b>Meal Cost for Children</b>	All meals are free  Although camps are only reimbursed for children who qualify for free or reduced price meals, camp sponsors may, and usually do, provide meals free of charge to all children	All meals are free

<b>Establishing Site Eligibility</b>	<p><b>Open sites:</b> In the attendance area of a school or in a geographic area defined by census data where 50 percent or more of the children qualify for free or reduced price school meals and open to community</p> <p><b>Enrolled sites:</b> 50 percent or more of enrolled children are eligible for free or reduced price meals determined by an approved application or operate in an eligible area</p> <p><b>Migrant sites:</b> Certification by a migrant organization that the sites serve children of migrant farm workers</p> <p><b>Camps:</b> Offer a regularly scheduled food service as part of an organized program for enrolled children</p>	<p>Programs may qualify as area-eligible if:</p> <p>Sites that are located in school attendance areas where 50 percent or more of the enrolled children are approved for free or reduced price meals may serve snacks and meals free of charge to all children and claim them at the free rate of reimbursement. These sites are area-eligible based on the individual site's October 1 pupil count data, or they may qualify based on the October 1 pupil count of another site in the attendance area of the site in question</p> <p>Programs must provide educational or enrichment activities in an organized, structured, and supervised environment</p>
<b>Types of Meals</b>	<ul style="list-style-type: none"> <li>• Breakfast</li> <li>• Lunch</li> <li>• Snack (AM or PM)</li> <li>• Supper</li> </ul> <p>Lunch &amp; supper cannot be reimbursed for the same day by the same site, except for camp and migrant sites</p>	<p>School days: Pm snack Supper</p> <p><u>Non-school days:</u> Sites may claim 1 meal and 1 snack at the free reimbursement rate</p>
<b>Maximum Number of Meals</b>	<p>2 meals for most sites</p> <p>3 meals for migrant sites and camps</p>	<p>1 meal and 1 snack</p>
<b>Commodities</b>	<p>1.5 cents per meal for sponsors of sites that prepare meals on-site</p> <p>May also receive bonus commodities, as available, in accordance with statute</p>	<p>May use USDA commodities in afterschool snack and supper service</p>
<b>Reimbursement Rates</b>	<p>Established annually by the U.S. Department of Agriculture. Current reimbursement rates can be found at:</p> <p><a href="http://www.cde.state.co.us/nutrition/osnfsfp2014reimbursementrates">http://www.cde.state.co.us/nutrition/osnfsfp2014reimbursementrates</a></p>	<p>Established annually by the U.S. Department of Agriculture. Current reimbursement rates can be found at:</p> <p><a href="https://www.colorado.gov/pacific/cdphe/cacfp">https://www.colorado.gov/pacific/cdphe/cacfp</a></p>
<b>Reimbursement Method</b>	<p>SFSP sponsors receive the maximum reimbursement (meals times rates) without regard to their actual or budgeted costs</p> <p>Sponsors may use reimbursement monies to pay for any allowable program cost</p>	<p>Institutions receive the maximum reimbursement (meals times rates) without regard to their actual or budgeted costs</p> <p>Sponsors may use reimbursement monies to pay for any allowable program cost</p>

<b>Monitoring Required of Sponsors</b>	<p>Pre-operational visits before a new or problem site operates the summer program</p> <p>Site visits the first week of operation (waived for sites that operated successfully the previous summer)</p> <p>Site review during the first 4 weeks of operation, followed by additional monitoring as needed</p> <p>Monitoring requirements are streamlined for sponsors participating in the NSLP/SBP and/or CACFP At-risk</p>	<p>Sponsors of Centers must complete three monitoring visits during the program year</p> <p>Sites that operate for 9 months or less must complete their first site visit within the first 4 weeks of program start up</p> <p>Sponsors must use CDPHE’s site monitoring Form, available at <a href="https://www.colorado.gov/pacific/sites/default/files/P_F_CACFP_SOC-At-Risk-Site-Visit-Form.pdf">https://www.colorado.gov/pacific/sites/default/files/P_F_CACFP_SOC-At-Risk-Site-Visit-Form.pdf</a></p> <p>Sponsors can submit their own form to CDPHE for approval</p> <p>Monitoring requirements are streamlined for sponsors participating in the NSLP/SBP and/or CACFP at-risk</p>
<b>Monitoring Required of State</b>	<p>Review every 3 years. Review more frequently based on program size and prior problems identified by the State agency</p>	<p>Independent institutions: review every 3 years</p> <p>Sponsors of Centers with less than 10 sites: review every 3 years</p> <p>Sponsors of Centers with more than 10 sites: review every 2 years</p>
<b>Meal Patterns</b>	<p>Meal patterns must meet 7 CFR 225.16(d) standards.</p> <p><a href="http://www.cde.state.co.us/nutrition/osnsfspmealpatternrequirements">http://www.cde.state.co.us/nutrition/osnsfspmealpatternrequirements</a></p> <p>However, School Food Authorities (SFAs) may follow NSLP/SBP meal patterns</p>	<p>Meal patterns must meet 7 CFR 226.20 standards. <a href="https://www.colorado.gov/pacific/sites/default/files/P_F_CACFP_Childrens-Food-Chart_0.pdf">https://www.colorado.gov/pacific/sites/default/files/P_F_CACFP_Childrens-Food-Chart_0.pdf</a></p> <p>However, School Food Authorities may follow NSLP meal patterns</p>
<b>Eligible Participants</b>	<p>Persons 18 years or younger and persons 19 or older with a physical or mental disability, as defined by the State</p>	<p>School-age children through age 18, or 19 if the individual turns 19 during the school year and persons of any age who meet the definition of “persons with disabilities”</p>
<b>Public Notification</b>	<p>Sponsor must send public media notice regarding the program and eligibility</p> <p>All sponsors and sites must display the “And Justice for All” poster in a prominent location</p> <p>All materials distributed to the public must contain the current nondiscrimination statement</p>	<p>All Sponsors and sites must display the “And Justice for All” poster in a prominent location</p> <p>All materials distributed to the public must contain the current nondiscrimination statement</p>

<b>Eligible Sponsors</b>	School Food Authorities Units of government: Local, Municipal, County, Tribal, State, State or Federal Private nonprofit organizations Universities or Colleges Community & faith-based organizations	School Food Authorities School districts Units of government: Local, Municipal, County, Tribal, State, State or Federal Food Banks Private nonprofit organizations Universities or Colleges Community & faith-based organizations
<b>More Information</b>	CDE OSN: <a href="http://www.cde.state.co.us/nutrition/nutrisummer">http://www.cde.state.co.us/nutrition/nutrisummer</a>  USDA: <a href="http://www.fns.usda.gov/sfsp/summer-food-service-program-sfsp">http://www.fns.usda.gov/sfsp/summer-food-service-program-sfsp</a>	CDPHE-CACFP <a href="https://www.colorado.gov/pacific/cdphe/cacfp">https://www.colorado.gov/pacific/cdphe/cacfp</a> At-risk afterschool manual <a href="https://www.colorado.gov/pacific/sites/default/files/P_F_CACFP_CACFP-At-Risk-Afterschool-Manual_0.pdf">https://www.colorado.gov/pacific/sites/default/files/P_F_CACFP_CACFP-At-Risk-Afterschool-Manual_0.pdf</a> USDA: <a href="http://www.fns.usda.gov/cacfp/child-and-adult-care-food-program">http://www.fns.usda.gov/cacfp/child-and-adult-care-food-program</a>

## **APPENDIX 2: PROMOTING YOUR MEAL PROGRAM**

Every nonprofit should aspire to engage stakeholders with impactful communications. Effective communications help to ensure public trust in the sponsor and its meal program. Internal communication is essential to motivate, inform, and counsel employees and volunteers and to set the stage for excellent external communication. External communications are necessary to: attract and retain stakeholders; raise public awareness; and increase understanding, commitment, and funding for the meal program.

### **Internal Outreach Ideas**

*Create a welcoming and positive environment for meal program participants, including:*

- A smile and hello, in a friendly tone of voice
- A word of encouragement
- Call meal participants by name
- Take time to talk to and engage with the meal program participants as they eat
- Make a daily announcement at your meal site, just prior to your meal service
- Personally invite anyone 18 years old and younger at your meal site to enjoy a meal. Be ready to share what's on the menu for the day! Engage in this strategy throughout your meal service.
- 15 minutes prior to the end of your meal service, send out a volunteer to do a "last call"
- A sincere thank you, and an invitation to return

### **External Outreach Ideas**

- Equip children/teens/families frequenting your site with multi-lingual flyers highlighting your meal program
- Equip nearby schools and youth-serving partners with multi-lingual flyers and posters to pass out and post up.
- Include meal program details on social media outlets, in newsletters and on banners around your facility.
- Create a special event for children/teens to enjoy, whereby the meal program will be included and highlighted.

### **Working with the Press**

The media can be a powerful outreach tool, but only when you engage them. It's very rare for media to find you; usually you have to make the first contact. A successful community program offers a welcome break from some of the press' routine coverage, so you may be surprised at the reception you receive.

- Contact the media when you have a newsworthy story. Only call a reporter when you have real news such as your kick-off event, the announcement of a large donation or sponsorship, or a story about your new feeding site opening.
- When working with media, be prepared. When you call a reporter, be ready to answer questions.
- When you submit a news release, make sure it is complete and free of grammatical errors. The easier you make their job, the more likely an editor or reporter will cover your story.
- Getting a story covered takes work and follow-up. Just because you send a news release, does not mean they will cover your story—no matter how great your program is. Pick up the phone and make a follow-up call and offer to help set up a visit

### **Writing a News Release**

If you have an event, special activity, or call for volunteers, submit a news release to your newspaper's local news editor, your TV station's local news assignment editor/producer, and your radio station's producer. A follow-up call is recommended, especially if you want the media to show up to the event.

*Here are some tips for writing news releases:*

- Try to keep your release to one page, double-spaced
- Always include your contact information in case the media has questions

- Put the most important information first in case an editor has limited space
- Include photos and quotes if you can

## **Twitter Town Halls**

For those with active Twitter handles, we recommend hosting a Twitter town hall or twitter chat to engage your followers and interested parties to increase awareness about your Summer Food Service Program.

- Promote your Twitter chat through your existing social media channels. Ensure enough time for followers to prepare posts and build into their busy schedules.
- Use partners' twitter handles to create momentum and promote retweets.
- Create and stick to an agenda. Pinpoint several messages to get across and design the conversation so those topics are covered.
- Whatever the topic, your host needs someone on hand who knows the subject matter in detail and can pull up related content to share with the audience.
- During the twitter chat, welcome attendees and thank them for participating. Explain the main purpose for the gathering. As needed, remind people of the ground rules.
- Make sure as many people as possible have the opportunity to have their voice heard.
- External/technical support – it's a good idea to have a few people with Twitter accounts logged in either from their offices to monitor the conversation and catch comments or questions that the team may have missed. Also, while your IT folks do not need to be in the room, it's a good idea to have them available in case the Wi-Fi or laptops experience issues.
- A best practice is to always follow-up your Twitter chat with a blog post, such as a Storify, that curates the questions and answers from the chat, and also answers additional questions asked before, during or after the event.

Go to <http://www.fns.usda.gov/sfsp/summer-meals-toolkit> sample Facebook and Twitter posts, and templates for working with the media.

## APPENDIX 3: CHECKLIST FOR SITE LOCATION

### **Summer and Afterschool Meal Site Selection Checklist**

Site selection is critical to program participation rates. Below are factors to strongly consider when choosing a site location. Please note that the eligibility criteria is a requirement for both SFSP and ARAS.

- ✓ Eligibility criteria is met.  
Site is located in an area where a minimum of 50 percent of the children qualify for free or reduced price school meals. The definition of “area” has some flexibility. Please see the appropriate state agency for any questions.
- ✓ Kids can walk to the meal program location.  
Site is less than a mile (ideally, less than ½ a mile) from where children live and/or congregate.
- ✓ The route is safe for a child to navigate.  
Site should be accessible by walking, without encountering busy streets, freeways, cemeteries, golf courses, construction sites or other obstacles from where children live and/or congregate.
- ✓ The site is accessible by public transportation.  
Many parents and grandparents work during the summer and afterschool hours.
- ✓ If possible, the location is one that is known in the community.  
Schools can be great sites (particularly for afterschool meal programs) as well as parks, swimming pools, recreation centers, libraries, and other city-owned property. Also consider apartment complexes, mobile home sites or other well-known places in the community.
- ✓ The site is safe for children.  
Demonstrate to parents that the site is a safe, engaging place where kids can eat, learn and play.
- ✓ The location offers child-friendly physical activities.  
Recreation centers, schools, parks and swimming pools provide “built-in” opportunities for children to play – they are also an inducement to participation.
- ✓ Educational and learning opportunities are available at the site.  
Libraries offer reading programs, or have tutors available to help children with homework.

## APPENDIX 4: BUDGETING FOR SUCCESS



United States Department of Agriculture

### Budgeting for Success

Your budget is the key to understanding the financial side of the Summer Food Service Program (SFSP). Like any well-run business, your SFSP needs a budget to help you establish priorities, make decisions and know how your program dollars will be generated and spent.



A realistic budget lets you see your cash needs and helps you control your expenses. It lets you forecast the amount of available revenue, how it will be allocated, and how much money will be left. It keeps you on track to building a successful summer meal program!

#### What are Your Full Costs?

What is your breakeven point? Are you spending too much on labor or not enough on food? How do you keep costs low? Your budget gives you the answers you need to measure the effectiveness of your progress.

As a sponsor, you want to use your budget to:

- Set specific program goals for now and for the future;
- Compare your current food service plans with what you were able to accomplish in the past;
- Identify potential problems in your food service operation;
- Predict the amount of money that will be available to your program;
- Predict how much money you will spend during the operation of your program; and
- Compare your actual program results with the outcomes that you had desired.

#### What Should You Consider in Planning the Budget?

##### **Solid financial information**

Your accounting records are essential because they will show you results that will help you plan and make decisions.

##### **Long-term goals**

You need to plan for the future and think beyond this summer's program.

##### **Evaluation**

By routinely comparing actual costs and revenues with those in your budget, you can see trends and catch problems early enough to correct them.

As part of your SFSP budget-planning process, be sure to:

- Obtain and review past financial records;
- Establish long-term program goals;
- Cautiously estimate your expenses;
- Budget your fixed costs first;
- Realistically identify sources of revenues;
- Incorporate all potential sources of revenues;
- Calculate a budget for each month of your SFSP;
- Add each month's budget together to determine a total budget; and
- Analyze the budget regularly.

## What Goes Into the Budget?

The “in” side of your budget is revenue, the funds your program takes in through SFSP reimbursement, food sales to adults and other activities supported by your program and income from other sources, including grants and cash donated specifically for the food service.

	Current Year			Prior Year
	Budget	Actual	Budget vs. Actual	Actual Program Expenses
<b>REVENUES</b>				
Meal Reimbursements				
Activity Fees				
Food Sales to Adults				
Grants				
Cash Donations				

## What Comes Out?

The “out” side is expenditure, the costs your program pays for providing meals and managing SFSP. Although cost accounting has been eliminated for sponsors, you still need to understand how to manage the operational costs of your food service and your administrative costs.

## What are Operating Costs?

When we talk about operating or food service costs, we mean the direct expenses you incur to “put meals on the table.” Operating costs include the SFSP share of what you pay for:

- Processing, transporting, storing and handling food;
- Salaries of cooks, site personnel and other food service workers;
- Utensils, plates, soap and other nonfood supplies;
- Rental of kitchen and food service equipment;
- Maintenance and repair of rented equipment;
- Kitchen utilities;
- Trash removal and clean-up;
- Pest control services;
- Supervising children;
- Transporting children to and from rural sites; and
- Meals that may be served to SFSP workers and volunteers.

OPERATING EXPENSES	SFSP Share	Current Year			Prior Year
		Budget	Actual	Budget vs. Actual	Actual Program Expenses
Food					
Food service labor salaries and benefits					
Non-food supplies					
Rental of food preparation space and equipment					
Maintenance of food preparation space and equipment					
Utilities					
Vehicle rental and maintenance					

## What are Administrative Costs?

Costs you incur for activities related to planning, organizing and administering the program, including the SFSP share of salaries and other allowable expenses incurred for:

- Preparation of the sponsor's application;
- Establishing sites;
- State and local licensing fees;
- Attending training;
- Hiring and training of SFSP staff;
- Procurement of meals;
- Site monitoring; and
- Processing of claims for reimbursement.

ADMINISTRATIVE EXPENSES	SFSP Share	Current Year			Prior Year
		Budget	Actual	Budget vs. Actual	Actual Program Expenses
Admin staff salaries and benefits					
Office space rental					
State and local licensing fees					
Use allowance of furniture and fixtures					
Office supplies					
Utilities					
Building maintenance					
Audit fees					
Transportation					
Communication					
Insurance					
Legal fees					
Indirect cost					

## USDA Resources

### Webinars

*Utilizing Grants and Unique Partnerships to Serve More Summer Meals.*

The webinar and script of “Questions and Answers” can help provide budget solutions.

<http://www.fns.usda.gov/utilizing-grants-unique-partnerships-serve-more-summer-meals>

<http://www.fns.usda.gov/sites/default/files/SummerMeals-GrantsandPartnerships-QandAs-03-25-14.pdf>

*How I Became a Summer Food Service Program Sponsor in Maine*

This video describes best practices and meal projections that helped the Good Shepherd Food Bank launch a summer meal program for children in Bangor. <https://www.youtube.com/watch?v=1e5EtWsvfUA>

### Additional Guidance

Policy guidance, SFSP 10-2015: Summer Food Service Program Questions and Answers 2014, includes answers to questions about operating and administrative costs and other financial management issues.

<http://www.fns.usda.gov/sites/default/files/SFSP10-2015os.pdf>

## Partner Organization Resources

### Food Research and Action Center

*Staying in the Black: Operate a Cost-Effective Summer Food Program*

This handout includes planning strategies and operational tips to help keep summer meal programs fiscally sound.

[http://frac.org/wp-content/uploads/2010/04/sfsp\\_staying\\_inthe\\_black.pdf](http://frac.org/wp-content/uploads/2010/04/sfsp_staying_inthe_black.pdf)

### Share Our Strength

*No Kid Hungry School Calculator*

Here is an interactive tool for schools that can help all types of sponsor organizations understand the financial feasibility of feeding summer meals to children.

<http://bestpractices.nokidhungry.org/business-model-tool-0>

## For Additional Information

Review these ideas and adopt the strategies that seem reasonable to you and compatible with your Program. For additional questions, sponsors and the general public should contact their State agency for help. State agencies should contact their FNS Regional Office

List of FNS Regional Offices: <http://www.fns.usda.gov/fns-regional-offices>

List of State Agencies: <http://www.fns.usda.gov/cnd/Contacts/StateDirectory.htm>

*USDA and its recipient institutions share responsibility for compliance and oversight to ensure good stewardship of Federal funds.*

## APPENDIX 5: SAMPLE JOB DESCRIPTION

### CITY OF AURORA

Department of Human Resources  
15151 E. Alameda Parkway, Aurora, CO 80012  
<http://www.auroragov.org/>

**INVITES APPLICATIONS FOR THE POSITION OF:  
Nutrition Recreation Specialist - Current Employees Only**  
*An Equal Opportunity Employer*

**Salary:** \$39,166.40 - \$41,995.20 Annually

**ISSUE DATE:** 01/08/16

**FINAL FILING DATE:** 01/15/16

#### **THE POSITION**

**This job posting is open to current City of Aurora employees only.**

The City of Aurora is seeking a highly motivated and talented individual for a career in the Recreation Division. The Recreation Specialist position provides coordination and oversight of the City of Aurora's efforts to build the capacity of, and increase participation in, federally funded youth nutrition programs.

At the City of Aurora, we demonstrate our work by modeling the Core 4 Values of: **Customer Service, Professionalism, Integrity and Respect** and we welcome all who share those values to apply.

**A state and federal criminal background check will be required and is a condition of employment as well as a drug screening. This job posting is scheduled to close on January 15 at 3:00pm; however, this position may close quickly and without notice.**

#### **PRIMARY DUTIES AND RESPONSIBILITIES**

Schedule, conduct, evaluate and participate in the auditing of the City of Aurora Nutrition program; ensure compliance with the Child and Adult Food Care Program requirements; review site procedures and make recommendations as needed

- Identify, define, and develop funding sources to support ongoing revenue stream of Nutrition program; research grant opportunities; prepare grant proposals; on-going grant management
- Research new nutrition site opportunities; collection of data based on need, capacity, interest and accessibility
- Provide oversight and supervision to at-risk nutrition sites; on-going training; monitor for food waste; assist in menu planning and food purchasing
- Recruitment of staff/volunteer support; assist in the selection, training, and annual performance review of temporary staff
- Develop and conduct educational presentation for PROS and /or other city departments Performs administrative tasks such as purchasing supplies; monitoring and maintaining nutrition budget; account reconciliation and processing invoices
- Promotes outreach to the community to gain insight into citizen expectations, needs and desires and challenges staff to develop plans to meet them
- Performs additional duties as assigned

## MINIMUM QUALIFICATIONS

**Education:** Bachelor's degree in Nutrition or a related field.

**Experience:** At least two years of experience working with an afterschool or summer meal site and experience in a public sector/government environment. Background in health, nutrition or community education.

An equivalent combination of education and experience that demonstrates required knowledge, skills and abilities may be considered.

**Knowledge:** Knowledge of federal and state programs related to children's nutrition; small group facilitation, community leadership development; personal computer with related software including word processing, database and spreadsheet application.

**Abilities:** Ability to establish and maintain effective working relationships with employees, citizens, and community partners; prepare and complete special reports, develop and maintain effective interpersonal relations with diverse socioeconomic and multi-cultural groups; handles sensitive situations with tact and diplomacy; communicate effectively both verbally and in writing; maintain accurate records; and understand, interpret and apply applicable laws, ordinances and policies.

**Skills:** Strong organizational and time management, problem solving, communications, research, writing and teamwork skills. Bilingual preferred but not required.

**Licenses, certificates or equipment required:** Colorado driver's license with a good driving record. This position may require the incumbent to occasionally use personal equipment (e.g. vehicle, cell phone, tools, etc.) in the course of their employment.

## WORKING CONDITIONS

**Physical Demands:** Primarily sedentary physical work requiring the ability to lift a maximum of 30 pounds; occasional lifting, carrying, walking and standing; frequent hand/eye coordination to operate office equipment; vision for reading, recording and interpreting information; frequent speech communication with employees and citizens..

**Work Environment:** Works primarily in clean, comfortable environment; may require off-site work at various recreational facilities, public buildings and/or parks; may work both indoors and outdoors in varying types of weather. Some evenings and weekend work required.

**Equipment Used:** Uses standard office equipment including a computer system; requires operation of own motor vehicle to attend program sites and offsite meetings.

For Veteran's points: Please show all of your employment history, including military service and related documentation (DD214) on the application.

The City of Aurora is an equal opportunity employer. We are required by state and federal agencies to keep certain statistical records on applicants. It will not be used in any way to discriminate against you because of your sex, race, age, sexual orientation, creed, national origin, disability or military status, gender identity, unless related to a bona fide occupational qualification as defined by the Colorado Civil Rights Commission and the Equal Employment Opportunity Commission.

## APPENDIX 6: SPONSOR CHECKLIST

### COLORADO DEPARTMENT OF EDUCATION SPONSOR CHECKLIST

Thank you for considering being part of the Colorado Summer Food Service Program (SFSP)!

Here are a few things to consider before you start...



#### Program Administration and Fiscal Viability

- ✓ Is there a need for summer meals for kids in your community? Are you duplicating services/are there already
- ✓ SFSP meal sponsors/sites in your area?
- ✓ What kind of support do you have from your organization's administration, board of directors, and/or staff?
- ✓ Who will be the main program contact? Who will attend trainings, monitor daily program operations, and undertake record keeping?
- ✓ Who will handle the budget and payroll?
- ✓ How will your program ensure fiscal viability?
- ✓ How many children do you expect to feed? What happens if this target is not met/is exceeded?

#### Site Management

- ✓ How many sites will you provide meals to? One or multiple?
- ✓ How will you qualify locations to be free meal sites according to SFSP guidelines (using school district data, Census data, or other)?
- ✓ For particular meal sites that require income eligibility from children, how will you prove eligibility and collect qualifying documentation?
- ✓ Who will be the site supervisor at each site served?
- ✓ How will you hire and train staff at each site and/or recruit and train volunteers?

#### Meal Preparation and Service

- ✓ Which meals and what kinds of food will you serve? At what time?
- ✓ Who will prepare and serve meals? Will you prepare meals in-house or hire an outside vendor?
- ✓ How will you ensure that health department and food safety regulations are met at each site?
- ✓ What kind of equipment (coolers, refrigerators, warmers, supplies) will be necessary?
- ✓ How will meals be transported/delivered to sites?
- ✓ How will records containing the number of meals served be recorded and how will this information be collected from sites?

#### Outreach and Promotion

- ✓ How will you recruit new meal sites? How will you engage with existing summer programs in your service area and encourage them to be a meal site?
- ✓ What role can community partners and businesses help with promotion and support?
- ✓ How will you ensure children and families know about meals?

This institution is an equal opportunity provider.

*Adapted from Hunger Solutions New York*

## **APPENDIX 7: NON-DISCRIMINATION STATEMENT**

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See following page for Appendix 7.



## COLORADO

Department of Public  
Health & Environment

Dedicated to protecting and improving the health and environment of the people of Colorado

### USDA Nondiscrimination Statement

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

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

To file a program complaint of discrimination, complete the USDA Program Discrimination Complaint Form, (AD-3027) found online at: [http://www.ascr.usda.gov/complaint\\_filing\\_cust.html](http://www.ascr.usda.gov/complaint_filing_cust.html), and at any USDA office, or write a letter addressed to USDA and provide in the letter all of the information requested in the form. To request a copy of the complaint form, call (866) 632-9992. Submit your completed form or letter to USDA by:

(1) Mail: U.S. Department of Agriculture  
Office of the Assistant Secretary for Civil Rights  
1400 Independence Avenue, SW  
Washington, D.C. 20250-9410;

(1) Fax: (202) 690-7442; or

(3) Email: [program.intake@usda.gov](mailto:program.intake@usda.gov).

This institution is an equal opportunity provider.



## USDA Nondiscrimination Statement (Spanish Translation)

De conformidad con la Ley Federal de Derechos Civiles y los reglamentos y políticas de derechos civiles del Departamento de Agricultura de los EE. UU. (USDA, por sus siglas en inglés), se prohíbe que el USDA, sus agencias, oficinas, empleados e instituciones que participan o administran programas del USDA discriminen sobre la base de raza, color, nacionalidad, sexo, discapacidad, edad, o en represalia o venganza por actividades previas de derechos civiles en algún programa o actividad realizados o financiados por el USDA.

Las personas con discapacidades que necesiten medios alternativos para la comunicación de la información del programa (por ejemplo, sistema Braille, letras grandes, cintas de audio, lenguaje de señas americano, etc.), deben ponerse en contacto con la agencia (estatal o local) en la que solicitaron los beneficios. Las personas sordas, con dificultades de audición o discapacidades del habla pueden comunicarse con el USDA por medio del Federal Relay Service [Servicio Federal de Retransmisión] al (800) 877-8339. Además, la información del programa se puede proporcionar en otros idiomas.

Para presentar una denuncia de discriminación, complete el Formulario de Denuncia de Discriminación del Programa del USDA, (AD-3027) que está disponible en línea en: [http://www.ascr.usda.gov/complaint\\_filing\\_cust.html](http://www.ascr.usda.gov/complaint_filing_cust.html) y en cualquier oficina del USDA, o bien escriba una carta dirigida al USDA e incluya en la carta toda la información solicitada en el formulario. Para solicitar una copia del formulario de denuncia, llame al (866) 632-9992. Haga llegar su formulario lleno o carta al USDA por:

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

Esta institución es un proveedor que ofrece igualdad de oportunidades.



## **APPENDIX 8: CDHS LICENSING REQUIREMENTS**

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See following page for Appendix 8.



Dedicated to protecting and improving the health and environment of the people of Colorado

*Colorado Department of Public Health and Environment-Child and Adult Care Food Program*

*Colorado Department of Human Services-Office of Early Childhood*

**INFORMATIONAL MEMORANDUM**

DATE: November 17, 2015  
MEMO CODE: Informational Memorandum  
SUBJECT: Licensing determination process for at-risk afterschool programs  
TO: CACFP sponsoring organizations of at-risk afterschool programs

This memorandum provides helpful information to Child and Adult Care Food Program sponsors of at-risk after school programs to expedite the process of determining licensing requirements of potential CACFP at-risk afterschool programs.

The Colorado Department of Public Health and Environment, Child and Adult Care Food Program (CDPHE-CACFP) works in partnership with the Colorado Department of Human Services (CDHS), Division of Early Care and Learning to expedite the process of determining whether an after school program must be licensed in Colorado. Please refer to CDPHE-CACFP policy memorandum, CENTERS #15-07 for background information regarding federal CACFP regulations and Colorado laws pertaining to child care licensing of after school programs. This policy is posted under the manuals and policies section of the CDPHE-CACFP website at <https://www.colorado.gov/pacific/cdphe/cacfp>.

According to CDPHE-CACFP policy memo, CENTERS #15-07, sponsoring organizations must first determine if a potential site already has a child care license. If the site is licensed, no contact with the CDHS Division of Early Care and Learning is necessary. Likewise, if the site is not licensed, but already has documentation of licensing exemption, no contact with the CDHS Division of Early Care and Learning is necessary. Otherwise, the site or sponsoring organization must contact the CDHS Division of Early Care and Learning to determine if the site is required to have a license or is exempt from licensing.

To expedite the process, sponsoring organizations or site representatives should provide the following information to the Colorado Department of Human Services in writing regarding characteristics of the afterschool program:

- 1) Name of facility
- 2) Facility location
- 3) Ages of children served
- 4) Services offered other than meals
- 5) Hours and days of operation
- 6) Description of the staffing structure (number and roles of hired staff and/or volunteers)
- 7) Indication of whether attendance mandatory or children come and go at will





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The request and information above should be sent by email to Karen Sparacino at the following email address:

[Karen.Sparacino@state.co.us](mailto:Karen.Sparacino@state.co.us)

If additional information is needed to make a determination, the CDHS Division of Early Care and Learning will contact the requester by phone or email.

The CDHS Division of Early Care and Learning will communicate the results of the determination to the requestor and to the CDPHE-CACFP by email. This determination will remain effective for the duration of time the afterschool programs' services and structure remain the same. Any facility that changes any of the program characteristics listed above must contact the CDHS Division of Early Care and Learning to determine whether the licensing requirements for the site have changed.

Please contact the CDPHE-CACFP office with any questions at 303-692-2330.

