



SCHOOLS AS NUTRITION HUBS

The Business Savvy Strategy to Reduce Childhood Hunger

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ABOUT THIS PUBLICATION

Share Our Strength and the School Nutrition Foundation partnered to learn from school nutrition directors who serve their communities as School Nutrition Hubs by implementing the National School Lunch Program (NSLP), the School Breakfast Program (SBP) (served after the bell), the Child and Adult Care Food Program's At-Risk Afterschool Meals Program (CACFP), and the Summer Food Service Program (SFSP) in their districts. The information, tips, and ideas in this guide are based on interviews conducted with seven school nutrition directors from across the country. Each of these directors represented different district characteristics, and each had a unique perspective and path to participating in the program.

Share Our Strength and the School Nutrition Foundation would like to thank the following school nutrition directors for sharing their time and insights:

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Helen E. Phillips, SNS, Senior Director, School Nutrition, Norfolk Public Schools, Virginia

Rodney Taylor, Director of Food and Nutrition Services, Fairfax County Schools, Virginia

“The administration now thinks of us as one of the tools in their toolbox. They know the kids need more nutrition—and we can provide that.”

Lora Gilbert, Orange County Public Schools, Florida

Schools As Nutrition Hubs

The Business Savvy Strategy to Reduce Childhood Hunger

Most U.S. school nutrition directors are expected to wear two hats when it comes to their role in feeding the children of their communities. First—and in the eyes of many, *foremost*— school meal operations feed *hungry* children, serving as a critical wedge in filling the hunger gap for millions of American children from low-income families. But in so doing, most school nutrition departments are expected to be financially self-sufficient, operating, in many cases, as a multi-million-dollar foodservice business, serving the needs of a customer base of *all* students, regardless of income. The most successful school nutrition operations are led by directors who wear both hats simultaneously—combating child hunger and operating a financially solvent business by operating a *Nutrition Hub*.

Schools operating as Nutrition Hubs ensure children can access healthy, high quality meals by administering all eligible federal child nutrition programs including School Breakfast, Lunch, Afterschool, and Summer Meals. This strategy provides children with the nutrition they need twelve months of the year and gives school nutrition departments a financial management solution to increase revenue, optimize staff time, and maximize operational efficiencies.

School Nutrition Hubs provide vital investments in kids and their communities including:

- **Improved access:** Kids have access to wraparound nutrition including a healthy breakfast, lunch, and dinner as well as meals in the summertime when school is out.
- **Improved education:** Schools that effectively feed children and prevent hunger benefit from increased student attendance, reduced tardiness, fewer visits to the nurse’s office, and overall higher academic performance. Enhanced academic achievement improves the success for the community as a whole.
- **Improved school culture and community:** Nutrition Hubs create new jobs and improve wages and hours for existing school nutrition employees. Nutrition Hubs also bring school and community stakeholders together. Principals, teachers, parents, custodians, school athletic directors, parks and recreation departments, and community-based organizations all work together to provide children the meals they need.
- **Improved operational efficiency:** Schools that operate as Nutrition Hubs streamline menu planning and procurement across programs to maximize buying power, improve inventory management, and reduce administrative burdens.
- **Improved financial success:** Higher participation in a variety of programs increases federal reimbursements providing school nutrition programs with added revenue to innovate service models and reinvest in their programs and people through additional training and updated equipment.

Schools nutrition professionals have been longtime leaders in the fight to eliminate childhood hunger. They have the skills, experience, and appropriate systems in place to serve healthy meals throughout the year. Identifying the steps necessary to become a Nutrition Hub can help form the strategic plan to make that vision a reality.

OVERVIEW OF THE KEY FEDERAL CHILD NUTRITION PROGRAMS

The U.S. Department of Agriculture administers several child nutrition programs that provide healthy food for children. Together, these programs help fight hunger and obesity by reimbursing schools and other organizations for the nutritious meals they provide for children. School Nutrition Hubs participate in all eligible federal child nutrition programs, including the National School Lunch Program (NSLP), School Breakfast Program (SBP) served after the bell, the At-Risk Afterschool Meals component of CACFP, and the Summer Food Service Program (SFSP). Business savvy school nutrition professionals know this strategy meets the needs of children, while also providing school nutrition departments with opportunities for growth and efficiency.

THE PROGRAMS AND THE NEED

Breakfast After the Bell: Students who eat school breakfast are more likely to perform better on tests, attend more days of school, and graduate from high school. Despite this only half of the low-income students who eat school lunch also eat school breakfast. Recognizing the connection between school breakfast and academic achievement, policymakers across the country are rethinking how and where school breakfast is served, in order to close the participation gap and ensure kids can access the nutrition they need for academic success.

Schools that serve breakfast in the cafeteria before the start of the school day often struggle to increase participation for reasons outside their control: Too many kids miss out because of late arrival times, cafeteria lack space for all students, stigma, and a host of other issues. When schools make breakfast a part of the school day by serving it in the classroom or through other models outside of the cafeteria, participation rates drastically increase. Schools that implement these innovative breakfast models report student academic and behavior improvements, better school culture, and boosts in school nutrition revenue.

School Breakfast Resources

- [No Kid Hungry Center For Best Practices](#)
- [Start School with Breakfast Toolkit](#)

Spotlight on Breakfast After the Bell

Implementation of Breakfast in the Classroom in El Monte City Public School District (CA) helped increase breakfast participation from 32% to 85%.

“That really helped us with the revenue because the reimbursement, the money coming into the district, is overwhelming, All of the fixed costs are still there, so we have to find other revenue streams...Look into these different breakfast programs...They'll help you improve your bottom line!”

Dr. Robert Lewis, El Monte City Schools, California

Afterschool Meals: This component of CACFP offers a flexible way for schools to connect kids with free, healthy food after the school day ends, on weekends, and over holiday breaks. The number of suppers served through the Afterschool Meals Program has more than quadrupled in the first five years that the option has been available nationwide. However, a large gap remains; there are fewer than four Afterschool Meals served for every hundred school lunches going to kids in need across the country.¹ In some states, implementation of the Afterschool Meals Program through CACFP is so low that there are just one or two suppers served for every thousand free or reduced-price lunches.

Afterschool Meals provide an opportunity to support schools and school principals trying to increase tutoring and other enrichment programs, meet the needs of students on the school campus for long hours, and build community and family engagement. From the school nutrition

“This is an essential program in our district. The kids are willing to stay after school for tutoring because of the hot meal. The graduation rate has increased, and the athletes are gaining weight and muscle, and performing better.”

Donna Martin, Burke County, Georgia

perspective, the new market creates relationships with a new customer base leading to improved participation in other nutrition programs. Additionally, this program provides a market to offer and test new menu items in smaller settings, creates a new revenue stream, and in many cases can create new positions or lengthen workdays for existing staff. Participating schools must offer educational or enrichment programming in a structured and supervised environment, serve meals free of charge, and be within the attendance boundary of an

¹ No Kid Hungry Center for Best Practices (2016). “To Meet Need, Growth in Afterschool Snacks and Meals Must Continue: A Report on History and Trends.” https://bestpractices.nokidhungry.org/sites/default/files/resources/afterschool_snacks_meals_history_and_trends.pdf.

elementary, middle, or high school where at least 50% of the students are eligible for free or reduced-price meals.

Spotlight on Afterschool Meals

In Norfolk Public Schools, students who never participated in school meals are now building relationships and trust with the School Nutrition Department.

“The smaller group at dinner helps the students get to know the staff...The high school kitchen manager said that kids who got to know her at dinner call her grandma now, and they come in for lunch, when they never did before.”

Helen Phillips, Norfolk Public Schools, Virginia

Phillips notes that Afterschool Meals increase parent engagement as well. Parents gather to socialize while their children eat. These same schools have seen an uptick in those same parents and family members volunteering at the school.

Afterschool Meals Resources

- [No Kid Hungry Center For Best Practices](#)
- [Three Meals A Day: A Win-Win-Win Full Afterschool Meal Guide for Schools](#)

Summer Meals: When school is out, kids no longer have access to school meals and their families' budgets are often stretched to the breaking point. SFSP can provide an important source of nutritious food for America's youth during the critical summer months. The availability of free meals is also an incentive for children to participate in summer enrichment programs, ensuring that children are well-fed in a safe environment while engaged in educational and recreational activities. This access to both nutrition and educational programming can help students avoid summer learning loss.

Despite all of the benefits of SFSP, the program is severely underutilized. According to the Food Research and Action Center, only about 15 percent of kids who eat free or reduced-price school meals also receive meals during the summer. That means that about 16 million students who rely on free or reduced-price meals during the school year do not have access to them when school is out.

Spotlight on Summer Meals

In Minnesota, a bold business plan with targeted goals and objectives helped create the vision for the revamp of Nutrition Services for Minneapolis Public Schools in 2012. Now, four years later they have made that vision a day-to-day reality with higher quality meals, salad bars in nearly every school, a mobile feeding program and a new state of the art central kitchen to serve meals all year long - all with a positive fund balance.

Summer Meals Resources

- [No Kid Hungry Center for Best Practices](#)

BUILDING A SCHOOL NUTRITION HUB

When schools implement all eligible nutrition programs students, staff, and the community all win. To become your community's School Nutrition Hub, consider the following implementation steps for success:

Identify champions. Nutrition Hubs require champions: champions of programs, champions of the vision, and champions for kids. Dr. Robert Lewis recommends, "Check with all of your key stakeholders, especially the principal, custodian, and teachers... They need to be informed, and they need to be involved in developing standard operating procedures. You have to be a part of the team before getting started. For long term success it's important to work collaboratively."

Start small by identifying a few key stakeholders that can help get new programs off the ground. Share stories of success and watch them grow. When Norfolk Public Schools began serving breakfast in the classroom, they started in May with a three-school pilot. "There was huge interest right from the very beginning, and it was simply principal word of mouth. Once we did those three schools, it spread like wildfire," Phillips excitedly explains. By the start of the next school year, only 3 months later, 19 schools were requesting a breakfast in the classroom program.

Maintain flexibility. Look for customized solutions to meet the needs of each school, site, or stakeholder. Implementing new programs requires trust, support, and reflective, authentic partnerships. Stakeholders need to feel heard and know they have the full support of the food service program. If that means purchasing garbage cans with lids to prevent would-be pests or placemats to prevent messes, the experts suggest to find money in the budget to meet these needs. These efforts will pay off in the long run.

Marla Caplon, director of the division of food and nutrition services for Montgomery County Public Schools (MD) describes how listening to the needs and wants of her customers helped create big opportunities for summer feeding growth. "Sometimes as a foodservice department you just have to take a step back and put all the pieces on the drawing board. Could we do it better? Are there more efficient ways? Our kids were tired of a bagged meal, so we opened up the cafeteria for a hot lunch." By offering hot meals in the school cafeteria they increased site participation from 100 students to 800 per day, in just two summers. What, at first, seemed cost prohibitive became wildly successful and revenue more than covered the additional labor hours required.

Use data and engage staff. Strategic planning and management based on key performance indicators drives smart decision-making and planning. Monitoring participation, staffing, and other indicators at the school level can support program improvements, and help identify operational concerns in real time. Involving the entire department will lead to program success. For example, Orange County Public Schools (FL) implemented centralized decision-making at the district-level requiring school participation in all eligible nutrition programs. This administrative change helped increase breakfast participation by 14 percent and afterschool meals by 66 percent in the 2015-2016 school year.

Data analysis and benchmarking in Montgomery County (MD) helped Marla Caplon grow her department. “When I came here 28 years ago, on paper I tracked the participation and the staffing hours in each of my schools. I could see from month to month if participation was going up or down. It’s a one to one ratio. There were times where we increased staffing and times where I’d have a conversation with my staff.”

Today, that paper process has grown into a sophisticated analysis of department productivity run through the district’s IT department called the Marla Report. This tool includes key benchmarks to help each site review their revenue, expenses, and efficiency. The report helps food and nutrition services identify which sites are poised for growth, as well as where current plans are not working so well. “It’s a tool for my staff to know when they need to increase or decrease hours.” By following an objective analysis of monthly goals, Caplon and her team work in full partnership for the success of the district. Each staff member on the team has a role to play to keep participation high and staffing hours up, “They’re gratified because they know that they’re feeding more students. They’re also getting more pay because their hours have increased.”

Tackle physical needs head-on. Address space constraints and identify opportunities to improve efficiency early on in the planning process. Increasing meal production will require more preparation area, more refrigeration and freezer capacity, and more dry storage. The physical space required to become a Nutrition Hub may present challenges and may require creative “outside the box” approaches and strategic thinking to find solutions. Rodney Taylor, Director of Food and Nutrition Services for Fairfax County Schools in Virginia emphasizes this need for strategic thinking: “We develop the vision of who we want to be then we fit the organization to become that vision. However, we also have to reorganize the operation.”

Some Nutrition Hubs follow a central kitchen model that can increase efficiency in distribution, storage, and production. If a central kitchen is unavailable, look to larger production kitchens or other food production sites as opportunities to streamline operations and facilitate growth. In his district, Taylor created a constellation of nine base kitchens to produce for 25 sites to accommodate a rapidly growing Breakfast in the Classroom and afternoon “Super Snack” meal program. “In my wildest dreams, I didn’t think we would have 20 Breakfast in the Classroom sites in just over one year. We approached 21 sites and 20 wanted to start the program!” Taylor is currently in the process of evaluating his main warehouse to house additional refrigeration and freezer space. He is also considering relocating his dry storage completely to build a central hub of activity and help his program grow to meet the needs of the district.

Review all building sites available to the food service department and add that assessment to the strategic planning process. At Burke County Schools in Georgia, Director of School Nutrition, Donna Martin turned an abandoned warehouse into a central storage location for her program. “We added a central cooler and freezer to maximize resources,” she says. “The warehouse is so unattractive, no one would guess this is \$100,000 worth of food in there!” Now, Martin buys by the pallet and saves money on large volume purchases. Until that magic solution is achieved, Taylor also recommends talking with vendors about adjusting delivery schedules

when needed to alleviate space constraints. “There is no one-size-fits-all approach, but there are certainly enough models. We just keep brainstorming,” he says. “There is no idea that is off the table” when the outcome is feeding more children.

Find synergies. Serving breakfast, lunch, and dinner year round creates overlap within programs that can increase kitchen efficiencies, improve inventory management, and enhance district purchasing power. Serving more meals, over more hours, also helps maximize staff potential. Donna Martin uses overlapping cycle menus for each program and creatively plans to take advantage of every opportunity for coordination between programs. School nutrition employees serve one meal while prepping for the next, lunch and dinner menus share entrees and sides, and summer meals utilize inventory remaining at the end of the school year. “We go through all coolers, freezers, and turn to our perishables first. We transfer everything from all the schools...the bread, sandwich meat, fruit, and juice” [to the summer production site]. That inventory helps plan the summer meal menu. Martin’s favorite aspect of this process is the crisp, fresh salads that are often served in summer to use remaining produce!

Resource

- [No Kid Hungry School Calculator](#)

Conclusion

School nutrition professionals have the tools and programs available to eliminate childhood hunger while operating a financially sound nutrition program. Acting as a Nutrition Hub for the community has a range of benefits including improvement of program efficiencies, creation of new jobs, and building trust with parents and other key school stakeholders. The school nutrition directors profiled in this report demonstrate that becoming a Nutrition Hub is not only possible, but it is also sustainable. Implementation of any number of the wide variety of strategies identified by these directors operating as Nutrition Hubs has the potential to help children and school nutrition programs.

Norfolk Public Schools, Virginia

Enrollment: 32,000 students

Number of Schools: 52

District Free and Reduced Rate: 70%

Norfolk Public Schools operates as a Nutrition Hub for the small urban community of Norfolk, Virginia. Senior Director of School Nutrition, Helen Phillips, explains that she takes full advantage of the all available federal nutrition. “In Norfolk, we administer six federal feeding programs. We have the school breakfast program, lunch program, after-school snack program, fresh fruit and vegetable program, summer food service program, and a childhood and adult care food program, also known as the supper program. So we believe that we have all the opportunities that we can!”

At one point in the district, declining enrollment left the nutrition department overstaffed, but Phillips notes that the addition of new feeding programs and additional revenue generation they turned things around. “I have found that by administering these six programs, it helps us to keep our bottom line very healthy. The more students that we feed, whether it's breakfast, lunch, after school snack, supper, or summer... it increases our revenue, and of course expenses. But you will typically find... that your revenue will increase enough to give you extra money so that you can buy the equipment ... and other items that you need for your program. So it's good for the community and it's good for the business side of what we do as well.” The district has added 12 positions to keep up with the dinner program alone.

The economies of scale created by administering all federal nutrition programs helps to mitigate food costs, streamline menu planning, and even facilitate student focus groups. “We definitely plan our dinner menus right from our lunch menu,” Phillips explains, pointing out that they are careful not to repeat the same items on the same day. “And we also can utilize our dinner program as an opportunity to test new items, because it is on a smaller scale. If it's a new product that we haven't tried before, or even a new recipe, we will sometimes run it through the dinner program as a test among smaller numbers of students to see how that goes.”

Phillips is a true advocate both for kids and for Nutrition Hubs, “There is no way to lose in this by opening up your school as a Nutrition Hub for your community... It is a fantastic way to utilize the resources that you have, to increase participation, to serve your children, and to serve your program to help boost it and financially to meet all of your needs.”

Nutrition Hub Takeaways from Norfolk Public Schools

- Plan menus that compliment all federal nutrition programs and when possible use the same entrees and sides in multiple programs to maximize buying power. Purchasing increased quantities of food results in better pricing and lower food costs.
- Examine the possibility of establishing a central warehouse to save on distribution and storage fees. The savings may be significant.

- Monitor inventory closely. When small quantities of items remain, use those items in smaller programs such as Afterschool Meals or Summer Meals.
- Serving more programs and more meals may generate revenue to reinvest in the department.
- Use Summer Meals and Afterschool Meals to help market School Breakfast and Lunch. Relationships built outside of school hours can carry over and result in new loyal customers.

El Monte City School District, California

Enrollment: 8,900 Students

Number of Schools: 21

District Free and Reduced Rate: 90%

From the top down, El Monte City School District is committed to eliminating childhood hunger among its students. “We want our students to have the same start in life as any [child] in America. We want them to be well nourished and ready to learn. It’s the philosophy from superintendent, deputy superintendent, to principals, and teachers. They deserve a chance just like anyone else does,” notes Dr. Robert Lewis, Director of Nutrition Services. Working with the support of the school wellness team, Lewis implemented the Afterschool Meals in 2012, followed by Breakfast in the Classroom in 2013, and now he continues to improve the Summer Meals Program. While the implementation of multiple programs so quickly was challenging, the dust has now settled, and the students and district now reap the rewards. “Now, it is part of our culture,” Dr. Lewis explains enthusiastically. “We have tremendous support from the administration.”

Breakfast participation skyrocketed and attendance is up too. In this district of 8,900 students, attendance has increased by 0.5% after Breakfast in the Classroom implementation. That may not seem like much, but school districts lose money when students are absent. On average, the school district receives about \$7,000 for a student with perfect attendance. Every day missed reduces that amount by about \$39. Improving the attendance rate by only 0.5% could mean over \$2 million dollars kept by the district improving the bottom line

The financial health of the nutrition program is sound and Dr. Lewis is proud to create jobs for the community. “We saw revenue go sky high,” he says. “After the 1st year we had \$1.5 million in revenue. We have added one more driver, one more central kitchen employee, and one more baker. Every site got a new 3.5-hour and a 5-hour employee person. All told we have added 22 new jobs! This is good for the community, our kids are eating and doing well, and we are adding revenue for the district!” Dr. Lewis also explains that the district has experienced declining enrollment over the past few years. Without these additional program, he expects he would have experienced a budget deficit and possibly staff layoffs.

Dr. Lewis credits his team for his department’s success. “You can’t do this by yourself: collaborating, partnerships need to be in place, with the entire community.” He worked with teachers, principals, custodians, school nurses, and coaches, tirelessly convincing one person at a time how much El Monte City students needed these nutrition programs. Today, the district provides wrap around, year-long feeding programs and are incredibly pleased with the success. “We need to step up and do the right things for kids,” he says. And, when doing the right thing for kids also aligns with business and financial goals, that’s a successful school nutrition program.

Nutrition Hub Takeaways from El Monte City Schools

- Take the time to cultivate relationships. In El Monte City Schools, teachers requested the Breakfast in the Classroom program after seeing the model during testing time. By building those relationships early on, teachers trusted Dr. Lewis to get the program up and running. He created an implementation team of teachers, principals, and custodians and worked together to find unique solutions to each program's challenges.
- Look for strategies to reduce food costs. El Monte City School District added a central kitchen, joined two co-ops, invested in a packaging machine, and maximized USDA foods purchases all in an effort to reduce food costs. The central kitchen saves on storage and delivery fees and allows for in-house production of many items including breads, sauces, and dressings. The district also used ARRA equipment funds to purchase a packing machine. Instead of buying individually wrapped items, they buy in bulk and pack items themselves, saving up to \$0.08 per unit on some individually wrapped items.
- Listen to your customers. The growth of the Afterschool Meals Program originated with students who complained that their snack was too small. After looking into the issue, Dr. Lewis found teachers supported an evening meal. The district bid on meals through their co-op and found an outside vendor to make high quality suppers at a reasonable cost. Revenues exceed expenses for each meal they serve.

Montgomery County Public Schools, Maryland

Enrollment: 159,000 students

Number of Schools: 205

District Free And Reduced Rate: 37%

“There's nothing as powerful as seeing a child who is hungry get a meal, be it afterschool, breakfast, lunch, or summer. There's nothing more pleasurable than seeing that happen,” says Marla Caplon, Director of Nutrition Services for Montgomery County in Maryland. Caplon has worked in the district for 28 years and has seen her programs grow considerably. Montgomery County was an early adopter of Breakfast in the Classroom and a pilot school for the early versions of the Afterschool Meal program. The district also serves over 400,000 meals each summer. She explains, “For all our schools, I am committed to make sure we participate and to make sure we provide every service and resource each school is eligible for.” She adds, “There's no limit to the number of children we can feed, so our goal is to find locations, to find areas, to find eligible children outside of breakfast and lunch.”

Expansion of the federal meal programs helped keep the nutrition program financially strong, even as a la carte revenue has decreased. “Those dollars have been declining for many years, so the focus has been on expanding breakfast, on expanding the afterschool supper and snack programs and summer programs which are incredible revenue-generators,” explains Caplon. The volume of meals that we serve certainly generates sufficient reimbursement ...and certainly allows us to be in a good financial situation.“

Montgomery County is committed to operating as a Nutrition Hub from the top down. “I believe in honesty and developing relationships,” Caplon says. “I don't think there is a principal in this county that wouldn't trust and believe me. I want to support them in any way I can.” By adding meal programs and increasing participation, the healthy budget allows Caplon to reinvest into her department and students. “As a Nutrition Hub, we're working 12 months a year serving students breakfast, lunch, dinner,” to ensure no child in Montgomery county goes hungry.

Nutrition Hub Takeaways from Montgomery County Schools

- Evaluate metrics for success and create a strategic plan. Evaluate participation, with emphasis on participation of children qualifying for Free and Reduced meals as well as operation efficiencies including food and labor costs as a percentage of revenue. Identify a few goals for the year. “Take baby steps, don't choose a lofty goal,” advises Caplon. Work toward increasing participation by 1% or bringing a few eligible schools into the Afterschool Meals Program.
- Allow staff members to participate in setting and achieving program goals. Involve all staff in the process. Taking ownership of the goal-setting process and benefiting from achievement of those goal, builds engaged team members.
- Don't fear overtime. Run the numbers. Decide what is most financially feasible; to ask employees if they would like to work overtime for a few hours each week or to hire a new

employee? The outcome may be surprising and employees may appreciate the opportunity earn extra pay at time and a half!



ABOUT NO KID HUNGRY

No child should go hungry in America, but 1 in 5 kids will face hunger this year. Using proven, practical solutions, No Kid Hungry is ending childhood hunger today by ensuring that kids start the day with a nutritious breakfast and families learn the skills they need to shop and cook on a budget. When we all work together, we can make sure kids get the healthy food they need. No Kid Hungry is a campaign of national anti-hunger organization Share Our Strength. [Join us at NoKidHungry.org](http://NoKidHungry.org).



ABOUT THE SCHOOL NUTRITION FOUNDATION

As the philanthropic sister organization of the School Nutrition Association, the School Nutrition Foundation is dedicated to securing financial resources for education, professional development, scholarships and research in school nutrition. The School Nutrition Foundation focuses on providing the resources that educate and empower SNA members to provide high-quality, low-cost meals to students across the nation to foster an environment where children achieve overall wellness and lifelong success.



ABOUT C&S WHOLESALE GROCERS

Part of the nearly 100 year legacy of C&S is the belief that companies can and should engage in their communities to create social good. Toward that end, the company's spirit of caring is demonstrated through grants, food donations and volunteerism where its employees live and work. Investing in and nourishing America's kids—with an emphasis on those who are experiencing or who are at-risk of hunger—is at the forefront of C&S' corporate citizenship and culture of giving back. The company proudly supports Share Our Strength's national Summer Meals Summit, and the widely used Hunger In Our Schools Report. In addition, C&S has invested in the Conference of Leaders, impact videos, targeted No Kid Hungry state and local projects and in the development of the online Best Practices Center.

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