

KIPP Memphis Public Schools

WELLNESS POLICY

Developed by:

Chief Operating Officer
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Approved June 2023

Preamble

KIPP Memphis Public Schools recognizes that:

- Children need access to healthful foods and opportunities to be physically active to grow, learn, and thrive.
- Good health fosters student attendance and education.
- Obesity rates have doubled in children and tripled in adolescents over the last two decades, and physical inactivity and excessive calorie intake are the predominant causes of obesity.
- Heart disease, cancer, stroke, and diabetes are responsible for two-thirds of deaths in the United States, and major risk factors for those diseases, including unhealthy eating habits, physical inactivity, and obesity, often are established in childhood.
- 33% of high school students do not participate in sufficient vigorous physical activity, and 72% of high school students do not attend daily physical education classes;
- Only 2% of children (2 to 19 years) eat a healthy diet consistent with the five top recommendations from the Food Guide Pyramid/MyPyramid/Dietary Guidelines.
- Nationally, the items most commonly sold from school vending machines, school stores, and snack bars include low-nutrition foods and beverages, such as soda, sports drinks, imitation fruit juices, chips, candy, cookies, and snack cakes.
- School districts/LEAs around the country are facing significant fiscal and scheduling constraints.
- Community participation is essential to the development and implementation of successful school wellness policies.

Thus, **KIPP Memphis Public Schools** is committed to providing school environments that promote and protect children's health, well-being, and ability to learn by supporting healthy eating and physical activity. Therefore, it is the policy of **KIPP Memphis Public Schools (KMPS)** that:

- All students in grades K-12 will have opportunities, support and encouragement to be physically active on a regular basis, not just during the school day, but also the parameters outside of the school day.
- Foods and beverages sold or served at school will meet the recommendations of the *U.S. Dietary Guidelines for Americans* and the Nutritional Standards set forth by the Tennessee State Board of Education.
Qualified child nutrition professionals will provide students with access to a variety of affordable, nutritious, and appealing foods that meet the health and nutrition needs of students; and will provide clean, safe, and pleasant settings and adequate time for students to eat.
- All schools in our region will participate in the available federal school meal programs including the School Breakfast Program, and National School Lunch Program (including after-school snacks), and such programs will comply with federal, state, and local requirements.
- All schools in our region will provide nutrition education and physical education to foster lifelong habits of healthy eating and physical activity and will establish linkages between health education and school meal programs, and with related community services.

TO ACHIEVE THESE POLICY GOALS:

I. School Health Council

KMPS and individual schools within the region will establish a team consisting of a group of individuals representing the school and community, and should include parents, students, and representatives of the school food authority, school administrators, teachers, and health professionals. This team will work to develop, implement, monitor, review, and revise school wellness policies and will serve as a resource to school sites for implementing those policies.

These policies will address five components:

1. Health/Nutrition Education
2. Physical Activity
3. Nutrition Standards
4. Other School-Based Activities
5. Monitoring and Review

COMPONENT 1 – NUTRITION EDUCATION

- Students in grades pre-K-12 are offered health education that is part of a sequential, comprehensive, standards-based program designed to provide students with the knowledge and skills necessary to promote and protect their health;
- Consistent nutrition messages will be evident in the cafeteria/lunchroom setting by bulletin boards, posters, and menus that promote fruits, vegetables, whole grain products, and low-fat and fat-free dairy products, healthy food preparation methods, and health-enhancing nutrition practices;
- Schools will provide community outreach through the use of the parent menus and flyers, articles in the region and school newsletters, and other available media;
- KMPS will provide opportunities for on-going professional training and development for the School Nutrition Program (SNP) director in the area of nutrition.

COMPONENT 2 – PHYSICAL ACTIVITY

- Physical Education:
 - All students in grades K-8 will receive physical education (a minimum of 90 minutes per week for elementary) for the entire school year. All students in 9 – 12 will complete one credit of Wellness that will include a physical education component. All physical education should be taught by a certified physical education teacher. By providing 90 minutes of Physical Education per week, this is in compliance with TCA 49-6-1021.

- Daily Recess:
 - All elementary school students will have at least 20 minutes a day of supervised recess, preferably outdoors, during which schools should encourage moderate to vigorous physical activity verbally and through the provision of space and equipment.
 - Schools should discourage extended periods (i.e., periods of two or more hours) of inactivity. When activities, such as mandatory school-wide testing, make it necessary for students to remain indoors for extended periods of time, schools should give students periodic breaks during which they are encouraged to stand and be moderately active.

- Integrating Physical Activity into the Classroom Setting:
 - Classroom health education will complement physical education by reinforcing the knowledge and self-management skills needed to maintain a physically active lifestyle and to reduce time spent on sedentary activities.
 - Opportunities for physical activity will be incorporated into other subject lessons.
 - Classroom teachers will provide short physical activity breaks between lessons or classes, as appropriate.

- Safe Routes to School:
 - Schools should work with the community to create an environment that is safe and supportive of a physically active commute to and from school. When appropriate, the district will work together with local, public works, public safety, and police departments in those efforts. KMPS will explore the availability of federal “safe routes to school” funds, administered by the state department of transportation, to finance such improvements. KMPS will encourage students to use public transportation when available and appropriate for travel to school, and will work with the local transit agency to provide transit passes for students.

COMPONENT 3 – NUTRITION STANDARDS

- School Meals:

Meals served through the National School Lunch and Breakfast Programs will:

- be appealing and attractive to children;
- be served in clean and pleasant settings;
- meet, at a minimum, nutrition requirement established by local, state, and federal regulations;
- offer a variety of fruits and vegetables daily;
- serve a variety of milk, including fat-free, low-fat, flavored and unflavored, on a daily basis; and
- offer whole-grain foods in all programs at all grade levels whenever possible to meet grain/bread requirements.

- School menus are followed and analyzed using USDA-approved software.

- Breakfast:

To ensure that all children have breakfast, either at home or at school, to meet their nutritional needs and enhance their ability to learn:

- Schools will, to the extent possible, operate the School Breakfast Program.
- Schools will, to the extent possible, arrange bus schedules and utilize methods to serve school breakfasts that encourage participation, including serving breakfast in the classroom, “grab-and-go” breakfast, or breakfast during morning break or recess.
- Schools that serve breakfast to students will notify parents and students of the availability of the School Breakfast Program.
- Schools will encourage parents to provide a healthy breakfast for their children through newsletter articles, take-home materials, or other means.

- Minimum Nutritional Standards – Foods and Beverages Sold Individually:

- KMPS will follow the standards established by the State Board of Education (Chapter 0520-1-6.04 Child Nutrition Programs – Minimum Nutritional Standards for Individual Food Items Sold or Offered for Sale to Pupils in Grades Pre-Kindergarten through Eight) for foods and beverages sold in a la carte sales, vending machines, snack bars, school stores, fundraising and concession stands on school campuses during the school day.

COMPONENT 4 – OTHER SCHOOL-BASED ACTIVITIES

- Cafeteria Atmosphere:
 - School dining areas have sufficient space for students to sit and consume meals.
 - School dining areas are clean, safe, and pleasant environments that reflect the value of the social aspects of eating.
 - Enough serving areas are provided to ensure student access to school meals with a minimum of wait time.
 - Meal times are scheduled near the middle of the day.
 - Students are given adequate time to enjoy eating healthy meals with friends.
 - The school district encourages all students to participate in the school meals programs and protects the identity of students who eat free and reduced-price meals.
 - Time is allowed, and facilities are conveniently available for students to wash their hands before and after meals.

- Meal Times and Scheduling:

Schools:

 - will ensure an adequate time (at least 10 minutes to eat after sitting down for breakfast and 20 minutes after sitting down for lunch) for students to enjoy eating healthy foods with friends in school;
 - will schedule lunch time as near the middle of the day as possible;
 - should not schedule tutoring, club, or organizational meetings or activities during mealtimes, unless students may eat during such activities; and,

- Fundraising Activities:
 - To support children's health and school nutrition education efforts, school fundraising activities will not involve food or will use only foods that meet the above nutrition and portion size standards for foods and beverages sold individually.
 - Schools will encourage fundraising activities that promote physical activity.

- Snacks:
 - Snacks served during the school day or in after-school care or enrichment programs will make a positive contribution to children's diets and health, with an emphasis on serving fruits and vegetables as the primary snacks and water as the primary beverage.
 - Schools will assess if and when to offer snacks based on the timing of school meals, children's nutritional needs, children's ages, and other considerations.
 - If eligible, schools that provide snacks through after-school programs will pursue receiving reimbursements through the National School Lunch Program.

- Reward and Punishment:
 - Schools will not deny a student participation in recess or other physical activities as a form of discipline.
 - Schools will not use physical activity as a punishment.

- Celebrations:
 - When celebrations occur, parents should bring non-homemade pre-packaged foods that are nutritious and safe.
- School-Sponsored Events (examples: athletic events, dances, or performances):
 - Teachers will be encouraged to utilize the school cafeterias student sack lunch program for field trips.
- Communications with Parents:
 - The district/school will support parents' efforts to provide a healthy diet and daily physical activity for their children by:
 - sending home nutrition information;
 - providing information about physical education and other school-based physical activity opportunities before, during, and after the school day; and,
 - supporting parents' efforts to provide their children with opportunities to be physically active outside of school. Such support will include sharing information about physical activity and physical education through a website, newsletter, or other take-home materials, special events, or physical education homework.
- Use of School Facilities Outside of School Hours:
 - KMPS will make efforts to keep school or regional-owned physical activity facilities open for use by students, staff, and community members before, during, and after the school day, on weekends, and during school vacations. These spaces and facilities also should be available to community agencies and organizations offering physical activity and nutrition programs. School policies concerning safety will apply at all times.
- KMPS encourages parents, teachers, school administrators, students, food service professionals, and community members to serve as role models in practicing healthy eating and being physically active both in school and at home.
- Schools will ensure that the required food safety practices are followed in the receiving, storage, preparation, and service of all foods at school or school-sponsored events.
- Staff Wellness:
 - KMPS highly values the health and well-being of every staff member and will plan and implement activities and policies that support personal efforts by staff to maintain a healthy lifestyle. Each school may establish a staff wellness committee. The committee should develop, promote, and oversee a multifaceted plan to promote staff health and wellness. The plan should be based on input solicited from school staff and should outline ways to encourage healthy eating, physical activity, and other elements of a healthy lifestyle among school staff. The staff wellness committee should distribute its plan to the school health council annually.

COMPONENT 5 – MONITORING AND POLICY REVIEW

Monitoring: With the permission of the Executive Director, the School Nutrition Director or designee of KIPP Memphis Public Schools will ensure compliance with established regional-wide nutrition and physical activity wellness policies. In each school, the principal or designee will ensure compliance with those policies in his/her school and will report on the school's compliance to the Director of School Nutrition or designee.

School nutrition staff, at the school or regional level, will ensure compliance with nutrition policies within school food service areas and will report on this matter to the school nutrition supervisor. Also, KMPS will report on the most recent USDA School Meals Initiative (SMI) review findings and any resulting changes.

The Executive Director or designee will develop a summary report every three years on district-wide compliance with the district's established nutrition and physical activity wellness policies, based on input from schools within the region. That report will be provided to the leadership team and also distributed to school principals, and readily available for review.

Policy Review: Assessments will be repeated every three years to help review policy compliance, assess progress, and determine areas in need of improvement. As part of that review, KMPS will review our nutrition and physical activity policies; provision of an environment that supports healthy eating and physical activity; and nutrition and physical education policies and program elements. The region and individual schools within the region will, as necessary, revise the wellness policies and develop work plans to facilitate their implementation.

Resources for Local School Wellness Policies on Nutrition and Physical Activity

Crosscutting:

- Local Wellness Policy website, U.S. Department of Agriculture, <<http://www.fns.usda.gov/tn/Healthy/wellnesspolicy.html>>
- *The Learning Connection: The Value of Improving Nutrition and Physical Activity in Our Schools*, Action for Healthy Kids, <<http://www.actionforhealthykids.org/tools-for-schools>>
- *Health, Mental Health, and Safety Guidelines for Schools*, American Academy of Pediatrics and National Association of School Nurses, <<http://www.nationalguidelines.org>>
- *Cardiovascular Health Promotion in Schools*, American Heart Association <<http://circ.ahajournals.org/content/110/15/2266.full>>

School Health Councils:

- *Promoting Healthy Youth, Schools, and Communities: A Guide to Community-School Health Councils*, American Cancer Society
<http://www.schoolwellnesspolicies.org/resources/AGuideToCommunitySchoolHealthCouncils.pdf>

Nutrition:

General Resources on Nutrition

- *Making it Happen: School Nutrition Success Stories*, Centers for Disease Control and Prevention, U.S. Department of Agriculture, and U.S. Department of Education, <<http://www.cdc.gov/HealthyYouth/nutrition/Making-It-Happen/>>
- *Dietary Guidelines for Americans 2015 – 2020*, U.S. Department of Health and Human Services and U.S. Department of Agriculture, <<http://health.gov/dietaryguidelines/2015/>>
- *Guidelines for School Health Programs to Promote Lifelong Healthy Eating*, Centers for Disease Control and Prevention, <www.cdc.gov/mmwr/pdf/rr/rr4509.pdf>

School Meals

- *Healthy School Meals Resource System*, U.S. Department of Agriculture, <<https://healthymeals.nal.usda.gov/>>
- [School Nutrition Dietary Assessment Study–II](#), a U.S. Department of Agriculture study of the foods served in the National School Lunch Program and the School Breakfast Program, <<http://www.cspinet.org/nutritionpolicy/SNDAllfind.pdf>>

- *Local Support for Nutrition Integrity in Schools*, American Dietetic Association, <http://www.eatright.org/>
- *Nutrition Services: an Essential Component of Comprehensive Health Programs*, American Dietetic Association, < <http://www.eatright.org/> >

Meal Times and Scheduling

- *Eating at School: A Summary of NFSMI Research on Time Required by Students to Eat Lunch*, National Food Service Management Institute (NFSMI) http://www.schoolwellnesspolicies.org/resources/eating_at_school.pdf

Nutrition Standards for Foods and Beverages Sold Individually

- State policies for competitive foods in schools, U.S. Department of Agriculture, <<http://www.fns.usda.gov/tags/competitive-foods>>
- *Nutrition Integrity in Schools*, (forthcoming), National Alliance for Nutrition and Activity, https://www.cspinet.org/nutritionpolicy/priority_nutritionprogram.html
- *School Foods Tool Kit*, Center for Science in the Public Interest, <www.cspinet.org/schoolfood/>
- *Foods Sold in Competition with USDA School Meal Programs* (a report to Congress), U.S. Department of Agriculture, <www.cspinet.org/nutritionpolicy/Foods_Sold_in_Competition_with_USDA_School_Meal_Programs.pdf>

Fruit and Vegetable Promotion in Schools

- *Fruits and Vegetables Galore: Helping Kids Eat More*, U.S. Department of Agriculture, <www.fns.usda.gov/tn/Resources/fv_galore.html>
- National Farm-to-School Program website, hosted by the Center for Food and Justice, <www.farmtoschool.org>
- Produce for Better Health Foundation website has downloadable fruit and vegetable curricula, research, activity sheets, and more at <www.5aday.org>

Fundraising Activities

- *Guide to Healthy School Fundraising*, <<http://www.fns.usda.gov/tags/competitive-foods>>

Snacks

- *Healthy School Snacks*, Center for Science in the Public Interest http://cspinet.org/nutritionpolicy/healthy_school_snacks.html

Rewards

- *Constructive Classroom Rewards*, Center for Science in the Public Interest, <www.cspinet.org/nutritionpolicy/constructive_rewards.pdf>

- *Prohibition against Denying Meals and Milk to Children as a Disciplinary Action*, U.S. Department of Agriculture Food and Nutrition Service
https://doe.sd.gov/cans/documents/NSLP_62_DenyingMeals.pdf

Celebrations

- *Guide to Healthy School Parties*, Action for Healthy Kids School Wellness Resource Kit, <<http://www.actionforhealthykids.org/storage/documents/parent-toolkit/partner-resource-pdfs/ResourceKit-CanDo.pdf>>

Nutrition and Physical Activity Promotion and Food Marketing:

Health Education

- *National Health Education Standards*, American Association for Health Education, <http://www.aahperd.org/aahe/pdf_files/standards.pdf>

Nutrition Education and Promotion

- U.S. Department of Agriculture Team Nutrition website (lists nutrition education curricula and links to them), <<http://www.fns.usda.gov/tn/team-nutrition>>
- *The Power of Choice: Helping Youth Make Healthy Eating and Fitness Decisions*, U.S. Food and Drug Administration and U.S. Department of Agriculture's Food and Nutrition Service, <<https://snaped.fns.usda.gov/materials/power-choice-helping-youth-make-healthy-eating-and-fitness-decisions>>

Integrating Physical Activity into the Classroom Setting

- *Brain Breaks*, Curriculum, <http://curriculum.austinisd.org/pe_health/resources/BrainBreaks/>
- *Energizers*, East Carolina University, <www.ncpe4me.com/energizers.html>

Food Marketing to Children

- *Pestering Parents: How Food Companies Market Obesity to Children*, Center for Science in the Public Interest, <www.cspinet.org/pesteringparents>
- *Marketing Food to Children* (a report on ways that different countries regulate food marketing to children [including marketing in schools]), World Health Organization (WHO), <<http://whqlibdoc.who.int/publications/2004/9241591579.pdf>>
- *Guidelines for Responsible Food Marketing to Children*, Center for Science in the Public Interest, <<http://cspinet.org/marketingguidelines.pdf>>
- *Commercial Activities in Schools*, U.S. General Accounting Office, <www.gao.gov/new.items/d04810.pdf>

Eating Disorders

- Academy for Eating Disorders, <www.aedweb.org>
- National Eating Disorders Association, <www.nationaleatingdisorders.org>
- Eating Disorders Coalition, <www.eatingdisorderscoalition.org>

Staff Wellness

- *School Staff Wellness*, National Association of State Boards of Education
<<http://www.schoolwellnesspolicies.org/resources/SchoolStaffWellness.pdf>>
- *Simple Steps for School Staff Wellness – State of Tennessee*,
<http://www.tennessee.gov/assets/entities/education/attachments/csh_simple_steps_staff_wellness.pdf>

Physical Activity Opportunities and Physical Education:

General Resources on Physical Activity

- *Guidelines for School and Community Programs to Promote Lifelong Physical Activity among Young People*, Centers for Disease Control and Prevention,
<www.cdc.gov/mmwr/preview/mmwrhtml/00046823.htm>
- *Physical Fitness and Activity in Schools*, American Academy of Pediatrics,
<<http://pediatrics.aappublications.org/cgi/reprint/105/5/1156>>

Physical Education

- *Five Approaches to Physical Education in Schools*,
<<http://www.ncbi.nlm.nih.gov/books/NBK201493/>>

Recess

- *Relationships of Meal and Recess Schedules to Plate Waste in Elementary Schools*, National Food Service Management Institute,
<<http://edu.wyoming.gov/downloads/nutrition/plate-waste-and-recess-schedule.pdf>>
- The American Association for the Child's Right to Play,
<<http://www.deepfun.com/2005/01/american-association-for-childs-right.html>>

Physical Activity Opportunities Before and After School

- *The Case for High School Activities*, National Federation of State High School Associations,
<<https://www.nfhs.org/articles/the-case-for-high-school-activities/>>

- *Rights and Responsibilities of Interscholastic Athletes*, National Association for Sport and Physical Education, <http://assets.ngin.com/attachments/document/0043/3693/2138_001.pdf>

Safe Routes to School

- [Safe Routes to Schools Tool Kit](http://www.saferoutesinfo.org/program-tools/toolkits-nhtsa-safe-routes-school-toolkit), National Highway Traffic Safety Administration, <<http://www.saferoutesinfo.org/program-tools/toolkits-nhtsa-safe-routes-school-toolkit>>
- *KidsWalk to School Program*, Centers for Disease Control and Prevention, <<http://www.ezride.org/documents/cdc-kids-walk-guide.pdf>>

Monitoring and Policy Review:

- *School Health Index*, Centers for Disease Control and Prevention (CDC), <http://www.cdc.gov/healthyschools/shi/index.htm>

This policy was written based on the written permission of the National Alliance for Nutrition and Activity (NANA) to use and revise as needed to meet the needs of any school district. All that was asked was to take into account the region's unique circumstances, challenges, and opportunities. Preparing this policy, the following factors were considered: socioeconomic status of the student body; school size; location; length of school day; presence of immigrant, dual-language and limited-English students.

WELLNESS POLICY CHECKLIST FOR MONITORING GOALS

COMPONENT 1: Nutrition Education

GOAL	Person(s) Responsible	Date(s) Complete	Documentation Evaluation Tools
For students in grades pre-K-12, offer health education that is part of a sequential, comprehensive, standards-based program designed to provide students with the knowledge and skills necessary to promote and protect their health	School Leaders, Teachers, Instructional Support	Ongoing – final analysis May of each school year	Curriculum, In-service on Nutrition and Wellness Curriculum Planning, Lesson Plans
Bulletin board, posters, and menus posted that promote fruits, vegetables, whole-grain products, low-fat and fat-free dairy products, healthy food preparation methods and health-enhancing nutrition practices.	Teachers, Nutrition Staff	On-going	Maintain sample menus, send home menus, flyers Take pictures of the bulletin board(s)
Provide opportunities for on-going professional training and development for the School Nutrition Program (SNP) director in the area of nutrition.	Director of School Operations & Chief Operations Officer	On-going	Participate in any training provided by the state and other entities

WELLNESS POLICY CHECKLIST FOR MONITORING GOALS

COMPONENT 2: Physical Activity

GOAL	Person(s) Responsible	Date(s) Complete	Documentation Evaluation Tools
All students in grades K-8 will receive physical education (a minimum of 90 minutes per week for elementary) for the entire school year. All students in 9 – 12 will complete one credit of Wellness that will include a physical education component. All physical education should be taught by a certified physical education teacher.	KMPS Regional Office, School Leaders, and P. E. Teachers	On-going	Schoolwide schedules
KMCE students will have at least 20 minutes a day of supervised recess, preferably outdoors, during which schools should encourage moderate to vigorous physical activity verbally and through the provision of space and equipment.	KMPS Regional Office, School Leaders, and P. E. Teachers	On-going	Schoolwide schedules
KMPS should discourage extended periods of inactivity. When activities, such as mandatory school-wide testing, make it necessary for students to remain indoors for extended periods of time, schools should give students periodic breaks during which they are encouraged to stand and be moderately active.	Teachers	On-going	Visible through formal and informal observations
Opportunities for physical activity will be incorporated into other subject lessons.	Content area teachers, Ballet Teacher, Choir Teacher, Dance Teacher, and P. E. Teacher	On-going	Visible through formal and informal observations and lesson plans

WELLNESS POLICY CHECKLIST FOR MONITORING GOALS

COMPONENT 3: Nutrition Standards

GOAL	Person(s) Responsible	Date(s) Complete	Documentation Evaluation Tools
Meals served through the National School Lunch, and Breakfast Programs will be appealing and attractive to children; be served in clean and pleasant settings; meet, at a minimum, nutrition requirement established by local, state, and federal regulations; offer a variety of fruits and vegetables daily; serve a variety of milk, including fat-free, low-fat, flavored and unflavored, on a daily basis; and offer whole-grain foods in all programs at all grade levels whenever possible to meet grain/bread requirements.	Director of School Operations & Managing Director of Operations	On-going	Documentation of Program available in the Director of School Nutrition Office. Menus Production Records
School menus are followed and analyzed using USDA-approved software.	Managing Director of Operations	On-going	SLA provides the Software
To ensure that all children have breakfast, either at home or at school, in order to meet their nutritional needs and enhance their ability to learn all schools will, to the extent possible, arrange bus schedules and utilize methods to serve school breakfasts that encourage participation, including serving breakfast in the classroom, "grab-and-go" breakfast.	Director of School Operations & Managing Director of Operations	On-going	Documentation of Program available in the Director of School Nutrition Office. Menus Production Records
KMPS will follow the standards established by the State Board of Education for foods and beverages sold in vending machines, snack bars, school stores, fundraising and concession stands on school campuses during the school day.	Director of School Operations, Managing Director of Operations, School Leaders, PTO Staff, Teachers, etc.	On-going	The policy set by the regional office with guidance from the state.

WELLNESS POLICY CHECKLIST FOR MONITORING GOALS

COMPONENT 4: Other School-Based Activities

GOAL	Person(s) Responsible	Date(s) Complete	Documentation Evaluation Tools
Cafeteria Atmosphere	Director of School Operations, Managing Director of Operations, Vendor, Custodial Staff, Teachers	On-going	Weekly observation and feedback are provided to the Director of School Operations
Meal Times and Scheduling	School Leadership team	On-going	School Schedules are set with sufficient amount of times for lunch
Fundraising Activities	School Leadership team, PTO	On-going	
Snacks	Director of School Operations	On-going	Monitored within the first 15 days of start of school
Rewards/Punishments	Director of School Operations, School Leaders, Teachers	On-going	
Staff Wellness	Director of School Operations, School Leaders, Teachers	On-going	