

June 20, 2023 The Universities at Shady Grove



Food Security

- Overview of Food Security in Montgomery County
- Service Consolidation Hubs
- Adult Medical Day Services
- SNAP, WIC, and other nutrition benefit programs
- Where and how to use benefits
- Office of Food System Resilience

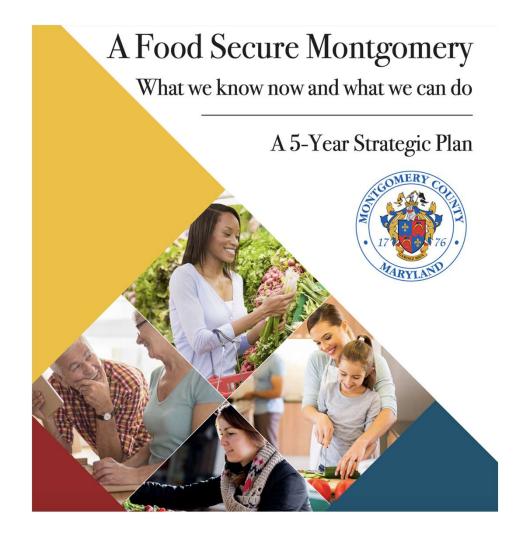


Food Security in Montgomery County



- Since COVID-19, 100,000 residents of Montgomery County are at risk for hunger
- ➤ The high cost of living in Montgomery County means many residents make too much money to qualify for federal nutrition benefit programs but not enough money to be food secure
- ➤ Feeding America estimates at least 33,840 children (14%) in Montgomery County are food insecure
- Montgomery County has the largest "SNAP gap" of any county in Maryland at 64%
- ➤ 66,000 Montgomery County residents are enrolled in SNAP, including 29,000 children and 14,000 seniors

Food Security Plan





Bill 19-16 passed in July 2016 requiring delivery of Food Security Plan by December 2016

Food Security Plan released by the County Executive in January 2017

January 2017-Present: implementation and COVID-19 Response

Food Insecurity: the state of being without consistent, reliable access to a sufficient quantity of affordable, nutritious food

Food Security Plan Findings













Children

Children were found to have insufficient food during summer and on weekends, and had a higher food insecurity risk if they were living in single parent households and were children of color. Childhood food insecurity can, among other things, result in long-term poor health consequences, behavioral and social difficulties and poor school performance.

Seniors

6.6% seniors in
Montgomery county are
estimated to live below
the poverty level, and
around 20-30,000 live
below the self sufficiency
standard. Many are also
aging in place and in
isolation, with limited
access to transportation
and technology, limited
English proficiency,
physical and mental
disabilities and medical
dietary restrictions.

People with Disabilities

Families with a disabled member were estimated to be 2 to 3 times more likely to be food insecure. Working aged adults with disabilities are twice as likely to live below the poverty level as adults without disabilities. Barriers to food security include lack of case management, limited communication ability, restricted mobility, and access to transportation to purchase and/or prepare food.

Foreign Born

50-60,000 foreign born residents were living at or below 150% of the poverty level in 2016. Food insecurity in this population results from factors such as language and cultural barriers, a lack of culturally appropriate food, and fear of asking for help, especially in mixed documentation status families.

Other Risk Factors

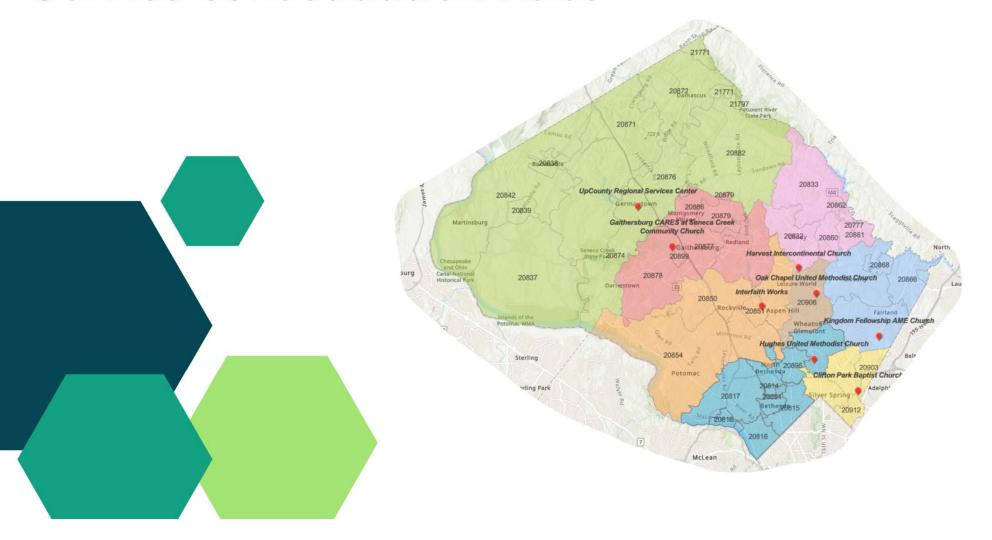
- living below the self-sufficiency standard
- having limited access to transportation
- being eligible but not enrolled in benefits
- being homeless
- having faith based dietary restrictions
- working two or more jobs.



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Service Consolidation Hubs



Hub Locations



- East County Kingdom Global Community Development Corporation
- Gaithersburg Seneca Creek Community Church
- ■Germantown The UpCounty Hub
- Olney Harvest Intercontinental Church
- Rockville Interfaith Works
- ■Silver Spring Clifton Park Baptist Church
- ■Silver Spring (20906) Oak Chapel United Methodist Church
- ■Wheaton Hughes United Methodist Church

Hub Wrap-Around Services



- Food Pantry
- Case Management
- Diaper Distribution
- Classes (ESOL, Cooking, Sewing)
- Health Programs (Fairs, Vaccination Clinics)













Future Vision for Hubs



- A place for vulnerable residents to access food and resources
- Services are culturally appropriate and responsive to community needs
- Bilingual staff that builds trust and connects with vulnerable, isolated residents
- Collaboration with community partners



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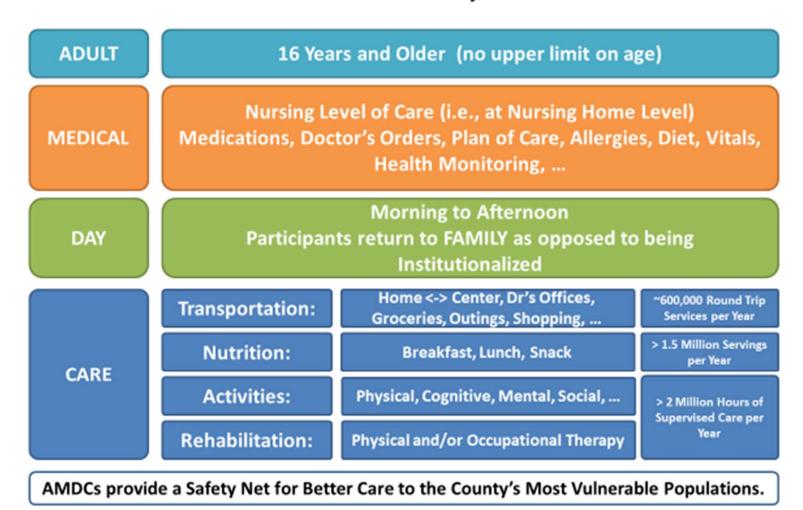
Adult Medical Day Services

What is Adult Medical Day Services?

Adult Medical Day Services provide a skilled nursing level of care (same as a nursing home) in a warm homelike community setting that meet the unique needs of the aging and elderly population and young adults ages **16 to 100+.** Adult Medical Day Services enhance quality of life for adults with a wide range of health challenges including Alzheimer's and other dementias, physical and intellectual disabilities.

Adult Medical Day Services operate typically Monday through Friday and often times on the weekends as well. The philosophy of adult day services is to also provide respite to their caregivers and allow them to work while keeping their loved ones in the community.

Adult Medical Day Services



What Adult Medical Day Services Provide

For Participants

- Social Engagement
- · Battling Social Isolation
- Culturally Sensitive Community Hub
- · Racial, Ethnic, Cultural Inclusion
- Nurse Monitoring
- Social Work Services
- Respite Care
- Transportation
- · Nutritious Meals
- · Medication Management
- · Physician Visits
- Physical Activities
- · Cognitive Activities
- Health & Wellness
- Therapy Services

Funding Sources Accepted

While funding sources vary per provider, all Adult Medical Day Services accept Medicaid.

Common accepted funding sources:

- Private Pay
- · Veterans Administration

Montgomery County also offers additional funding sources that cover Adult Medical Day Services:

- Senior Care
- · Adult Foster Care
- Respite Care (via Arc Montgomery)

Additional Funding Sources:

- Office of Health Services Grant (OHS)
- · Long term care insurances

Nursing Level of Care

- Adult Medical Day Services require a nursing level of care (NLOC) for Medicaid recipients.
 - Requires an AERS assessment (completed at the County level by nurses) to determine the need and to be in the waiver
 - Waivers accepted for Adult Medical Day Services
 - Medical Day Care waiver
 - Community Options waiver
 - · Community Pathways waiver
 - · Community First Choice
- Other funding sources may or may not require an AERS assessment

Why Adult Medical Day Services?





	Washington Area, DISTRICT OF COLUMBIA	
Monthly Cost	2021	2023
Home Health Care		
Homemaker Services	\$5,339	\$5,775
Homemaker Health Aide Based on annual rate divided by 12 months (assumes 44 hours per week).	\$5,339	\$5,775
Adult Day Health Care		
Adult Day Health Care Besed on ennual rate divided by 12 months.	\$2,282	\$2,468
Assisted Living Facility		
Private, One Bedroom As reported, monthly rate, private, one bedroom.	\$5,948	\$6,433
Nursing Home Care		
Semi-Private Room	\$11,467	\$12,403
Private Room Based on annual rate divided by 12 months.	\$13,049	\$14,114

- Best value- Adult Medical Day Services can provide the same level of nursing care a skilled nursing facility provides.
- Supporting aging in place and keeping people with disability in a community based setting v. institutional setting.
- Increases social interaction with community outings
- Triages medical needs versus needing urgent/emergency services.
- Comprehensive services from multidisciplinary team: registered nurse, social worker and activities personnel

Easterseals' Adult Medical Day Services

Easterseals' Adult Day Services serve those with highest medical acuity, including specialized care requiring mobility, toileting and feeding assistance many of whom are refused by other providers that are not equipped or not willing to provide the level of care required.

Easterseals' ADS takes all funding sources previously mentioned. There are extended hours to truly meet the caregiver's needs by providing the center operations for 10 hours a day, Monday-Friday.

Easterseals provides an intergenerational opportunity by having the inclusive child development center interact with intentful and purposeful activities and enrichment opportunities.

Location: 1420 Spring St. Silver Spring, MD 20910 serves most of Montgomery County

Easterseals DC MD VA

- Services:
 - Adult Day Services
 - Inclusive Early Childhood Education center for ages 6 weeks to 5 years old
 - Disability Staffing Network- Ticket to Work
 - Military & Veteran Programs
 - Behavioral Health Services
 - Veterans Staffing Network
 - Little Warriors
 - Respite





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Office of Eligibility and Support Services

- The Office of Eligibility and Support Services (OESS) determines eligibility and provides crucial support services and assistance to Montgomery County residents
- Services provided include eligibility determinations for food and cash assistance as well as medical assistance to provide increased access and outreach to medically vulnerable populations
- Program eligibility is determined consistent with Federal, State and County Guidelines





Supplemental Nutrition Assistance Program (SNAP) Overview Supplemental
Nutrition
Assistance
Program
(SNAP)
Overview

Abbreviations

- SNAP
- Food Stamps
- FSP
- FS

Program Summary

 Provides monthly financial benefits to eligible households to supplement their food purchase budget

Maryland Resident

SNAP Technical Eligibility

U.S. Citizen, U.S. Noncitizen National or Qualified Immigrant

Children aged 21 and under must include their parents in the household, if they are living together

Higher education students (between the ages of 18 and 49), enrolled at least half-time must work at least 20 hours a week

SNAP General Information

Total household income is evaluated (earned and unearned)

All households receive a standard deduction based on the number of eligible household members

Additional deductions are allowed based on individual household circumstances

Relationship rules:

Ways to apply for DHS programs



- Apply online at <u>MyMDThink.maryland.gov</u>
 - Home
 - Community Based Organization (CBO)
 - Regional Office computer lab
- Fax your application to:
 - Germantown 240-777-3477
 - Rockville 240-777-4100
 - Silver Spring 240-777-3070
- Email to

OESS.MOCO@montgomerycountymd.gov

- By mail to any OESS office location
- Visit the office location near you where OESS drop boxes are available

Application tips



Documents can be uploaded through consumer portal, photographed by cell phone or scanned and emailed to oess.moco@montgomerycountymd.gov.



Applications must be signed by the head of household or an authorized representative for the head of household.



Clients are encouraged to provide all mandatory verifications with their application. Other verifications may be requested as your application is processed. All verifications must be returned by the due date to prevent denial of an application. Case processing can take up to 30 days or more.

SNAP Application Process

- 1. Application received and screened for expedite same day or within 24 hrs.
- If customer meets expedite criteria, case processed within 5 days and customer receives benefits within 7 days.
 a. Interview is required but currently waived for expedite.
- If customer does not meet expedite criteria case is processed and decision made within 30 days from date of application as long as all mandatory verifications are received.
 - a.- Applications can be held up to 60 days if mandatory verifications not received within 30-day period.
 - b.- Case is denied on the 60 day if mandatory verifications are not received.

At application, certain households may qualify to receive expedited benefits (XSNAP or XFS) within 7 calendar days of their application

SNAP Expedited Service

Policy mandates that if eligible, the household must have the ability to access their benefits on or before the 7th day

Initial Screening

Less than \$150 gross monthly income and have \$100 or less in liquid resources, or

Combined gross monthly income and liquid resources are less than the shelter cost, or

Migrant or seasonal farm worker households that are destitute and have liquid resources that do not exceed \$100

SNAP Certification Periods

~	Standard	12 months
* *	Able-bodied Adults Without Dependents (ABAWDs)	3 months within a 36-month period, unless complying with work requirements
6	Maryland Senior Nutrition Assistance Program (MSNAP)	36 months
M	Elderly Simplified Application Project (ESAP)	36 months
Ġ	Disabled Household with no earned income	24 months

Maryland Benefit Review (MBR)

- It's a Periodic Reporting to confirm that SNAP households remain eligible for SNAP benefits <u>only</u> for the remainder of the certification period.
- All Supplemental Nutrition Assistance Program (SNAP)
 households are required to complete an MBR during the
 certification period.
- It is not a redetermination.

MBR timeline

The MBR form is mailed to eligible SNAP households on the 1st day of the 5th month of SNAP eligibility.

Once received the MBR must be completed, signed and submitted online, mailed, emailed, faxed or dropped off at the local offices.

The MBR form should be completed by the head of household or authorized representative and returned to the local office on or before the last day of the 5th month of SNAP eligibility to prevent closure.

MBR timeline

- If the MBR is not received by the 10th day of the 6th month of eligibility, a 2nd MBR (late) notice will be mailed to the head of household and/or authorized representative informing them that the completed MBR must be received prior to the end of the 6th month, or their SNAP eligibility will end.
- If the MBR process is not completed by the last day of the 6th month of eligibility, E&E will automatically end the SNAP case.
- Upon completion of the MBR, E&E will currently only generate a notice when a change in benefits occurs (including case closure). A MBR Completion notice is currently in development.

Redetermination for SNAP



Based on household's eligibility, customer will have a 12-, 24- or 36-months certification period.

Customers will receive a redetermination notice 60 days in advance with an interview appointment date and time.



Customers must submit redetermination application prior to their redetermination appointment for the redetermination interview to take place.



If customers miss their redetermination appointment, they must call the 240-777-1003 or 1-800-332-6347 to reschedule their appointment or their SNAP benefits will end at the end of their certification period.

Redetermination timeline

A letter with a pin number is mailed 80-days prior to the end of the certification.

The redetermination is mailed to eligible SNAP households 60-days prior to the end of their certification period. If an interview is required, a date, time and type of interview will be included on the notice.

Once received the redetermination must be completed, signed and submitted online, mailed, emailed, faxed or dropped off at the local offices.

The redetermination should be completed by the head of household or authorized representative and returned to the local office prior to their interview date fort he interview to take place.

Redetermination timeline

- If customer is scheduled for a redetermination interview and customer does not comply with appointment requirement a missed interview notice is mailed the next business day.
- If redetermination is not received by the 15th of the last month of certification period, a warning notice is issued informing customers that case will close at the end of certification period.
- Upon completion of the redetermination a notice is generated informing customers of new certification period, allotment, MBR due date and simplified reporting income information.

SNAP Income guidelines

Effective October 1, 2022

Household Size	Maximum Gross Monthly Income* 130% of Poverty	Maximum Net Monthly Income* 100% of Poverty	Monthly Income Elderly/Disabled Separate Household* 165% of Poverty	Maximum Allotment
1	\$1,473	\$1,133	\$1,869	\$281
2	\$1,984	\$1,526	\$2,518	\$516
3	\$2,495	\$1,920	\$3,167	\$740
4	\$3,007	\$2,313	\$3,816	\$939
5	\$3,518	\$2,706	\$4,465	\$1,116
6	\$4,029	\$3,100	\$5,114	\$1,339
7	\$4,541	\$3,493	\$5,763	\$1,480
8	\$5,052	\$3,886	\$6,412	\$1,691
Each additional member	\$512	\$394	\$649	\$211

^{*} Maximum gross and net monthly income figures are not used for computing the SNAP allotment. They are included as a reference for determining the household's eligibility.

https://dhs.maryland.gov/documents/Manuals/Supplemental%20Nutrition%20Assistance%20Program%20(SNAP)/600 %20Standards/600-Standards-for-Income-and-Deductions-revised-Sept.-22.pdf

Electronic Benefit Transfer (EBT)

- First time applicants will receive cards via mail unless expedite or homeless customers can pick up a card at the office.
- Previously issued EBT cards should be used even if had a break in coverage.
- Contact Maryland EBT Customer Call Center at 1-800-997-2222 to order a new card or questions about card.

Accessing and Checking Benefits

- Customers can call the Maryland EBT Customer Call Center at 1-800-997-2222 to obtain their benefit balance and perform other activities 24 hours a day, 7 days a week.
 - Review Transactions
 - Confirm Benefit Issuance
 - · Order a new card
 - Customers can also visit the Maryland EBT website at: www.connectebt.com



Maryland EBT Issuance Schedule

https://www.connectebt.com/mdebtclient/

EBT ISSUANCE SCHEDULE

Issuance Date	First Letter of Last Name is Between:	
2	A	F
3	G	Р
4	Q	Z

FOOD SUPPLEMENT PROGRAM (FSP) EBT ISSUANCE SCHEDULE

Issuance Date	First Three Letters of Last Name are Between:		
4	AAA	BAO	
5	BAP	BQZ	
6	BRA	CAQ	
7	CAR	COQ	
8	COR	DIZ	
9	DJA	FIS	
10	FIT	GON	
11	G00	HAX	
12	HAY	JAB	
13	JAC	KIM	
14	KIN	LOX	
15	LOY	MCO	
16	MCP	NEF	
17	NEG	PGZ	
18	PHA	RIC	
19	RID	SDZ	
20	SEA	STC	
21	STD	TRAM	
22	TRAN	WES	
23	WET	ZZZ	

Upcoming changes

- Postpone interviews for XSNAP through 06/30/23
- Able-Bodied Adults Without Dependents (ABAWD) – Potentially resuming 7/01/23
- Expanded student eligibility exemptions -TBA



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Montgomery County Food Council



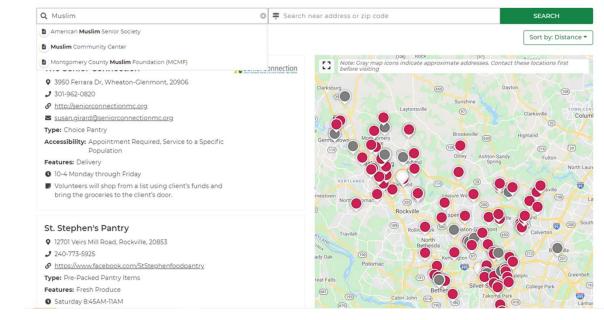
- Founded in 2012; nonprofit organization that serves as the primary connection point for businesses, nonprofits, government agencies, and residents around food system issues in our County.
- Mission: build an equitable, resilient and sustainable local food system through collaboration, transformation, and cultivation.
- Systems-based community convenings on <u>Food Security</u> and <u>Advocacy</u>
- Collaboratives around <u>gardening</u>, <u>SNAP</u>, and <u>sustainability</u>
- Policy priority working groups: local food procurement and affordable land access for food production

Resources for Residents Seeking Food



- Montgomery County Food Distribution Events
- MCFC Food Assistance Resource Map
- MCFC Food Resources Website
- Capital Area Food Bank
- > Manna Food Center





SNAP: Eligible Foods



- Items that can be purchased with SNAP:
 - Fruits and vegetables
 - Meats and poultry
 - Dairy products
 - Breads and cereals
 - Non-alcoholic beverages
 - Seeds and plants which produce food
- Items that cannot be purchased with SNAP:
 - Alcohol or tobacco products
 - Vitamins or supplements
 - Hot and prepared foods



WHERE TO USE SNAP & WIC



Grocery Stores	<u>Farmers Markets</u>	<u>Online</u>
Most grocery stores accept SNAP. Fewer stores accept WIC because of strict	SNAP:farmers markets provide matching funds for produce purchases	Retailers Accepting SNAP Online include:
product requirements.		Aldi, Amazon, BJs, Food
SNAP Retail Locator	WIC Farmers Market Nutrition Program	Lion, Giant, Safeway, ShopRite, Sprouts, Target,
WIC Retail Locator	Senior Farmers Market Nutrition Program	Wegmans, Whole Foods, Walmart
		Click here for Complete Listing

FARMERS MARKETS



Some **Farmers Markets** will match dollar per dollar up to \$10 of SNAP/WIC purchases of all eligible foods through the Maryland Market Money Program. Participating farmers markets



Other markets provide **additional** matching funds:

- Crossroads Farmers Market: up to \$20
- <u>Derwood/Shady Grove Farmers Markets</u>: up to: \$30
- FreshFarm Downtown Silver Spring: unlimited match
- Rockville Farmers Market: up to \$20

Full list of farmers markets and programs accepted in Montgomery County

Other Federal Nutrition Assistance Programs

Child Nutrition Programs - MCPS FARMs application

- National School Lunch Program
- School Breakfast Program
- Special Milk Program

- Summer Food Service Program
- Fresh Fruit and Vegetable Program
- Child and Adult Care Feeding Program

Supplemental Nutrition for Women, Infants, Children (WIC): Basics

- Provides supplemental nutritional food and health services to women, infants, and children from low-income households who are at nutritional risk.
- WIC is a federal grant program:
 - Administered by USDA Food and Nutrition Service (FNS)
 - Not an entitlement program
 - Congress authorizes specific amount of funds for WIC through Appropriations
- Administered by WIC state agencies
- 47,000 authorized retailers participating in WIC nationwide



Supplemental Nutrition for Women, Infants, Children (WIC): Eligibility

Women and Children:

- Pregnant (during pregnancy and up to 6 weeks after birth)
- Postpartum (up to 6 months after the birth)
- Breastfeeding (up to infant's first birthday)
- Children up until their 5th birthday

Citizenship:

NON-US Citizens are eligible for WIC.

Income requirements:

- Below 185% of the federal poverty level
- Already receiving other federal benefits (SNAP, TANF, Medicaid)

Nutrition risk:

- Individual has medical-based or dietary-based conditions.
- Applicants must seek a health professional to see if they are at "nutritional risk".

Pre-Screening Tool:

 https://wic.fns.usda.gov/wps/pages/preScreenTool.xh tml



English | Español | 中文 [한국의 | русский | Somali | Việt | أمرية | Kreòl Ayisen

Supplemental Nutrition for Women, Infants, Children (WIC): Apply For Benefits!

Schedule Appointment:

- Must schedule an appointment with a WIC clinic
- Montgomery County: 301-762-9462
- Administered by <u>CCI Health Services</u> in Montgomery County

Bring the following documents:

- Identity and Proof of Address
 - Social Security, birth certificate, School/State ID, crib card for newborn babies, bill statement, and or copy of lease.
- Household Income
 - Paystub
 - Medical Assistance Card or Benefit Letters (Child support, SSI, SNAP, Unemployment).
- Proof of Pregnancy (If pregnant)
 - Doctor's note or pregnancy test from a clinic.

School-based Nutrition Programs



MCPS FARMs application

- National School Lunch Program
- School Breakfast Program
- Special Milk Program

- Summer Food Service Program
- Fresh Fruit and Vegetable Program
- Child and Adult Care Feeding Program



Pandemic EBT (P-EBT)



<u>Federal Pandemic program</u> that provides benefits for children on FARMS on separate P-EBT cards (not the household's SNAP EBT card)

School-aged Children (6 and older)

- During the school year for school closures or individual absences due to COVID. Maryland is not funded for 2022-2023 school year.
- During the Summer when school is not in session. \$120/child.
 Maryland is funded for summer 2023.

Childcare Program (Children under 6)

P-EBT Inquiry Form

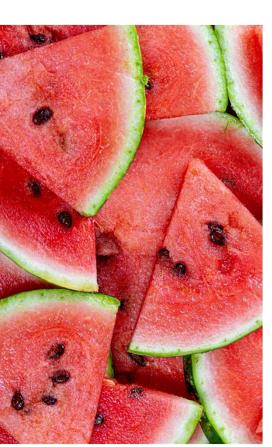
• Funded for the 2022-2023 School Year but benefits distributed over summer 2023; amounts differ due to proven reduced food access.



Families with students who receive P-EBT may be eligible for SNAP and should be encouraged to apply.

Summer School Programs





<u>Summer SNAP</u>: Maryland program that provides \$90 over the summer for eligible children. On the household's SNAP EBT card. Not available to every eligible student.

Zip codes for summer 2023: 20874, 20877, 20878, 20886, 20904, 20906, 20910, 20902, 20876, 20903, 20850, 28053. 20901, 20912.

<u>Summer Meals</u>: MCPS schools with summer programming have free on-site meals for children 18 and under enrolled summer school; meals must be eaten on site. Find a site.

<u>Summer EBT</u>: Permanent continuation of Summer P-EBT for all eligible students, effective summer 2024

SNAP THEFT REIMBURSEMENT



- Dramatic rise in benefit theft through skimming and phishing schemes.
- ➤ EBT Cards do not have the same security protections as regular credit cards.
- Maryland is the first state in the country to implement a federal program to reimburse benefits that were stolen after October 1, 2022.
- ➤ Additional legislation passed in the Maryland General Assembly will provide reimbursement for theft occurring before October 1st and increase security protections for EBT cards.

SNAP THEFT REIMBURSEMENT



THEFT DATE	CLAIM DUE
Before 10.1.22	Pending
10.1.22 - 2.28.23	May 31, 2023
After 2.28.23	45 days after theft

You can file a claim by filling out <u>THIS FORM</u> or submitting a claim form through the <u>MDThink portal</u>

HOW TO GET HELP



MONTGOMERY COUNTY FOOD COUNCIL is a funded Community Based Organization (CBO) with the Maryland Department of Human Services SNAP Outreach Program:

- Conduct outreach and provide education on SNAP
- Prescreen Montgomery County residents for SNAP eligibility
- Assist eligible residents with SNAP applications
- Direct access to FIA Ombudsman for client issues
- CBOs cannot determine eligibility or amount of SNAP benefit!

Contact Information: SNAP@mocofoodcouncil.org

301-818-3614

English SNAP assistance request <u>form</u> Spanish SNAP assistance request <u>form</u>

Website

CONTACT

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Montgomery County Office of Food Systems Resilience



Our Mission: To develop and implement interagency budgetary, regulatory, and operational strategies to build a more equitable, efficient, resilient, and sustainable food system in Montgomery County.

Resilience: The capability of individuals, communities, and the County to withstand and rapidly recover from food system disruptions, stresses, and changes.

BACKGROUND & HISTORY

Office of Food Systems Resilience



- Launched in 2023
- Established by the County Council under Bill 20-22 at the request of the County Executive
- Purpose: Build on pandemic lessons learned to streamline and coordinate County efforts to address food system challenges.

LEGISLATIVE MANDATES



- Serve as a liaison between the government and food system stakeholders;
- Serve as a central liaison and coordinator for County government food system initiatives and projects;
- Develop a strategy for improving the efficiency, equity, sustainability, and resilience of the food system in the County;
- Collect and update the food system data needed to support strategic decision making;
- Support disaster response feeding planning and operations in coordination with local food assistance providers, Department of Health and Human Services, and Office of Emergency Management and Homeland Security; and
- Represent the interests of Montgomery County in regional, state, national, and international food systems coordination efforts.

CORE VALUES

Principles that guide OFSR priority setting, workplan development, and resource allocation



- **Equity:** all efforts should address social injustice and racial disparities to build equity in our community.
- Systems-based: strategies should focus on identifying, maximizing, and addressing the interconnections of food issue areas, simultaneously contextualizing their benefits and their impacts on production, access, natural resources, education, and economy.
- **Innovation:** to transform our food system, novel approaches, creative ideas, and best practices models from other jurisdictions are critical.
- **Data-driven:** strategic policy and investment decisions require intentional and reliable data collection and analysis, and solutions with clearly defined success metrics and measurable impact.

INITIAL IMPACT GOALS

Build racial equity and social justice in the local food system.

Expand local food production

Strengthen processing and distribution infrastructure.

Guide strategic investment in food security.

Coordinate capacity for future crises (plans and mechanisms).

Establish strategies for climate change adaptation and mitigation.

Increase economic opportunities in food systems.

PROCESS

A four-step work cycle will focus OFSR resources to accomplish its mission:



- EXPLORE food system issues, leveraging collected data, research, and stakeholder feedback.
- ANALYZE potential policies, investments, and projects to address identified issues, using the OFSR's Mission and Core Values to select only the best, most impactful initiatives to execute.
- EXECUTE selected strategies (investing, guiding policy, and completing work).
- **ASSESS** the outcomes and use the data to guide future exploration of issues and analysis of future initiatives.

PRIORITIES



- POLICY: Serve as an internal subject matter expert and advocate for County food system legislative, regulatory, zoning, planning, and programmatic efforts.
- **INVESTMENT:** Guide County food system spending, procurement, funding, and resource management.
- COLLABORATION: Engage the critical insights and expertise of residents, community, business, agencies, and nonprofit partners.
- **DATA:** Collect, analyze, and communicate relevant food system data to inform strategy and decision making, and measure progress and impact with intention.