

HHS COMMITTEE #1  
April 10, 2014

**MEMORANDUM**

April 8, 2014

TO: Health and Human Services Committee

FROM: Linda McMillan, Senior Legislative Analyst 

SUBJECT: **Update: Montgomery County Food Council and Food Recovery**

At this session, the Committee will receive updates on the Montgomery County Food Council and the County's food recovery efforts.

As a related item, at the April 8 Council session, the Council approved an amendment to the non-competitive contract awards so that Crossroads Community Food Network can implement the double dollars program to increase the buying power of SNAP recipients at County farm markets. The Council approved \$25,580 in the FY14 budget for this program. Seven markets are expected to be a part of this effort (as they are equipped to accept Electronic Benefits Transfers from SNAP). They are: Burtonsville, Crossroads, Rockville, Shady Grove, Silver Spring, Takoma Park, and Wheaton. About \$2,000 will be allocated to each of the farm markets for the incentive. Funds will also be used to print vouchers, marketing and outreach and administrative costs.

The contract will allow the FY14 funds to be used for the upcoming Farm Market season. The Executive's recommended budget continues this funding for FY15.

**Montgomery County Food Council**

A brochure from the Montgomery County Food Council is attached at ©1-2 and its Action Plan, which includes background information on the Food Council, is attached at ©3-21. The Food Council was founded in 2011 and held its first public meeting in February 2012. Its mission, vision, and purpose are:

### **Mission**

Bring together a diverse representation of stakeholders in a public and private partnership to improve the environmental, economic, social and nutritional health of Montgomery County, Maryland through the creation of a robust, local, sustainable food system.

### **Vision**

Montgomery County cultivates a vibrant food system that consciously produces, distributes, and recycles food making it accessible to all citizens while promoting the health of the local food economy, its consumers, and the environment.

### **Definition and Purpose**

The Montgomery County Food Council is an independent council formed and led by individual members, professionals, private businesses, government officials, community organizations, and educational institutions that broadly represent the food system both substantively and geographically. The purpose of the Council is to:

- (1) Serve as a forum for food system work in Montgomery County through connecting action groups, communities, businesses, and state agencies;
- (2) Address challenges and opportunities in the local food system with a comprehensive and collaborative approach;
- (3) Engage constituents with the local food system through job opportunities, volunteer projects, and purchasing practices; and
- (4) Educate Montgomery County residents and institutions to promote a greater awareness of the entire food cycle: where food comes from, where it ends up, and its social, environmental, and economic impacts.

### **Membership**

The Food Council appoints between 13 to 17 representatives for a two-year long term as Montgomery County Food Council Members. Members are selected based on their individual qualifications in the following areas: (1) commitment to improving the Montgomery County food system, (2) lives, works, or has a strong interest/investment in Montgomery County, (3) expertise in one or more local food-related issues such as agriculture, food security and access, nutrition, food business and industrial practices, food education and research, land use, urban food production and distribution, and (4) representation of one of the five food system sectors (production, processing, distribution, consumption, waste management) and one of the following “working communities”: (a) business community, (b) local governance, (c) community organizations and citizens, (d) health and educational organizations, (e) rural and regional organizations, and (5) capacity to bring specific food system relationships and resources to the effort, as well as potential to represent diverse sectors of the local food system and/or the community at-large.

The current Co-chairs of the Montgomery County Food Council are Dan Hoffman and Victoria Heisler Edouard. A membership list is found at ©17.

**The Action Plan includes Five Goals:**

- To develop and sustain an economically viable local food system in the County that supports producers, processors, distributors, retailers, and consumers of local food.
- To increase access to locally produced, healthy food among County residents, especially communities with limited access, over the next six years.
- To increase Montgomery County residents' understanding of the importance of local, healthy, food through education that lead to healthier food choices by residents over the next four years.
- To improve agricultural soils, reduce environmental impacts of local land and water use, and the environmental footprint from non-local food in Montgomery County over six years.
- To pursue or support emerging, dynamic opportunities in the County, which promise to build a more inclusive, robust, and sustainable food system. To become a regional and national leader in modeling collaboration and community-driven data gathering, monitoring, and evaluation to improve the food system.

The Food Council is organized into five **Working Groups**: (1) Food Access; (2) Food Economy; (3) Food Literacy; (4) Food Recovery; and (5) Environmental Impact. The Food Council engages over 445 people through its newsletter and Working Groups.

The Montgomery County Food Council is currently a program of The Community Foundation for Montgomery County, which acts as its fiscal agent. The Food Council is working to become a stand-alone non-profit. **The Council approved a \$25,000 Community Grants in FY12, FY13, and FY14 to the Community Foundation to provide operating support for the Food Council. The Executive is recommending a \$25,000 FY15 Community Grant as a part of his Recommended Budget.** The Food Council has an annual budget of about \$118,000.

**Community Grants are reviewed by the full Council through the Grants process. As information for this discussion, Council staff notes in the following in the Food Council's grant application as projects beginning or expanding in 2014:**

- The newly formed Food Recovery Working Group will work with the Food Recovery Coordinator to recover food from the County food industry, then triage, process, and deliver food that can be used by County residents in need.
- Develop and "Buy Local Campaign" partnering with local producers, the Department of Economic Development and others. This will include promoting place branded marketing highlighting our product quality and enhancing traceability.
- Continue to assist in the creation of two important component of the food economy ecosystem: a kitchen incubator and a food hub. A kitchen incubator will provide an

opportunity for food entrepreneurs to test and launch a business in Montgomery County. The food hub could serve as a catalyst for start-up producers and a vehicle for local food distribution. A letter supporting an investment in a kitchen incubator is attached at ©37-39.

- Pilot School Garden Site Coordinator Training to increase the number of certified school gardeners and school gardens.
- Develop content for a website Resource Page encouraging Food Literacy.
- Continue Data Gathering/Mapping Project. The FY13-14 data mapping project won an award Johns Hopkins Center for a Livable Future. (The Montgomery County Food Profile and two selected maps are attached at ©22-29.)

## **Food Recovery**

In October 2012 the Council established a Food Recovery Work Group. Based on the Work Group's Interim Report, the Council appropriated \$200,000 to the Department of Health and Human Services to implement final recommendations so that the County can establish a systematic way for recovering edible food that would otherwise go to waste and redirect it to organizations and people in need and to recover inedible food to prevent it from entering the waste stream. The Work Group's Action Plan (©30-36) recommended that the funds be used for the following (an approximate allocation is in parenthesis):

- Contract for a Coordinator for the Food Recovery System (\$60,000)
- Improving data and creating data sets on open data Montgomery (\$5,000)
- Grants to partner organizations for equipment and other items to increase food recovery (\$100,000)
- Funds to be used for materials, pilot programs, and technology development (\$35,000)

The Department of Health and Human Services will provide the Committee with an update on results of the FY14 Jump Start Food Recovery Grants and the solicitation for the food recovery coordinator.

As the Council was told at its September 2013 presentation from the Food Recovery Work Group, the members wanted to find a way to continue and have now become the Food Recovery Working Group of the Montgomery County Food Council. Jackie DeCarlo of Manna Food Center and Brett Meyer of Nourish Now are serving as co-Chairs of this Working Group.

# Montgomery County Food Council



## What are Food Councils?

Food councils are made up of representatives from all areas of the food system, including public and private partners: producers, processors, distributors, wholesalers, retailers, restaurateurs, consumers, educators, recyclers, waste managers and others. Food councils bring people together to make recommendations that will benefit the local food system. They provide a neutral place where people from various sectors of the food system and government can meet, learn from one another and consider what actions to take to make the local food system more sustainable.



## Montgomery County Food Council

The Food Council was founded in 2011 and launched in February 2012 with our first public meeting. The MCFC is comprised of a diverse group of stakeholders who examine how well the local food system is serving its community. Its mission is to influence key aspects of the food system (production, processing, distribution, access, consumption, and recycling) in order to enhance the environmental, economic, social, and nutritional health of the residents of Montgomery County, Maryland.



## What does the Montgomery County Food Council do?

- We hold bi-monthly public meetings, to serve as a forum for food system work by connecting action groups, communities, businesses, and state agencies.
- We address challenges and opportunities in the local food system with a comprehensive and collaborative approach.
- We engage constituents of the local food system through promoting job opportunities, volunteer projects, and purchasing practices.
- We educate residents and institutions to promote a greater awareness of the entire food cycle: where food comes from, where it ends up, and its social, environmental, and economic impacts.
- We inform and advise policy makers and voters on the impacts of mandates and policies on our food system and advocate for mandates and policies that support the Food Council's mission.

## Working Groups

The Working Groups are subcommittees within the Food Council that are focused on addressing specific issues. The groups establish projects, policies, and partnerships. They conduct research, inform and recommend policy change, and develop initiatives that nourish our community.

**Buy Local** supports producers, processors, distributors, retailers, and consumers of local foods.

**Food Access** works to increase access to locally produced, healthy food among county residents, especially communities with limited access.

**Healthy Eating** educates County residents about local healthful produce, nutrition knowledge and cooking skills.

**Land Use, Zoning and Planning** examines the environmental impacts and issues of local land and water use.

**School and Youth Gardens** expands school and youth garden programs to improve County students' environmental literacy, including sustainability and a sense of environmental stewardship.



## Working Group Membership

### Working Group Membership

We are actively recruiting working group members from all areas of the food system to participate in the work of the council.

### How do I become a working group member?

Working group membership is free and open to all County residents. Join a working group that matches your interest and expertise, and have an impact on the local food system!

As a working group member, you will have the opportunity to share your concerns facing your organization regarding its role in the Montgomery County food network. You can share your insights and influence food-related decision making and strategies implemented at the local level.

### Becoming a working group member is easy!

Simply contact Food Council Coordinator, Jessica Weiss, 301-537-7422, or e-mail [mocofoodcouncil@gmail.com](mailto:mocofoodcouncil@gmail.com)



## Share Your Ideas!

### The Food Council wants to hear from you.

The Community Blog on our website is a place to share your thoughts and begin discussion threads about our county and regional Chesapeake Bay watershed food system. Feel free to share any ideas and **ENGAGE!**

Questions? Comments? Ideas?  
Want to be added to our listserv?

Call us at 301-537-7422 or

E-mail us at [mocofoodcouncil@gmail.com](mailto:mocofoodcouncil@gmail.com)

### CONTACT US

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One Bank Branch within Bethesda Green  
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Cultivating a robust, local,  
sustainable food system



# THE MONTGOMERY COUNTY FOOD COUNCIL

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The Montgomery County Food Council • 4825 Cordell Avenue, Suite 200 • Bethesda, MD 20814

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Twitter: @MoCoFoodCouncil

## MISSION

The mission of the Montgomery County Food Council is to bring together a diverse representation of stakeholders in a public and private partnership to improve the environmental, economic, social and nutritional health of Montgomery County, Maryland through the creation of a robust, local, sustainable food system.

## VISION

Montgomery County cultivates a vibrant food system that consciously produces, processes, distributes, prepares, consumes, and recycles food, making it accessible to all citizens while promoting the health of the local food economy, its consumers, and the environment.

## ACKNOWLEDGEMENTS

We would like to thank Bruce Adams, Rana Koll-Mandel, Caroline Taylor and Jessica Weiss for doing the groundwork of getting the Food Council founded and funded, and The Mead Foundation and The Community Foundation for Montgomery County for supporting the organization from the very beginning. We are also thankful for the North American Food Policy Council Network, Community Food Security Coalition, and Food First for their advice and guidance throughout our development process. Whether they know it or not, we are incredibly grateful for the examples set by the Chicago Food Policy Council, the Cleveland – Cuyahoga County Food Policy Coalition, the Detroit Food Policy Council, the Greater Birmingham Community Food Partners, the Illinois Food Farms and Jobs Network, the Montana Food Systems Council, the Oakland Food Policy Council and the Portland Multnomah Food Policy Council. Lastly, we would like to express our gratitude to Interim Advisory Board Members Bruce Adams, Gordon Clark, Tony Cohen, Jeremy Criss, Kim Damion, Dave Feldman, Michele Levy, Linda Lewis, Dolores Milmoie, James Ricciuti, Caroline Taylor, David Vismara, Jessica Weiss and Woody Woodruff.

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Graphic credit: Calgary Food Committee. Web: <http://www.yycfood.com/>

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## INTRODUCTION

Montgomery County is a microcosm of the national and global concerns about improving access to fresh, healthy food at a time of limited budgets and greater need for food assistance, as well as changing environmental pressures on farmland. As the local food movement gains momentum and visibility, long-time stakeholders and newly engaged citizens are collaborating to support existing efforts and generate excitement around new initiatives, such as food hubs, beginning farmer training programs, healthy school lunches, green job creation, and much more. The Montgomery County Food Council exists as a forum to provide local leadership and guidance on how the County can address challenges and seize new opportunities in food production, consumption, processing, distribution and waste disposal. The goal is to establish Montgomery County as a leader in innovative, sustainable food system development.

2012 was the inaugural year of the Montgomery County Food Council. During its first year, the Council:

- Defined who we are and published a comprehensive organizational guide
- Recruited community participation from a diverse pool of constituents
- Began a relationship with Montgomery County Public Schools (MCPS)
- Participated in the rewrite of the County's zoning laws
- Defended one of the County's oldest organic farms
- Launched a comprehensive mapping project, and
- Received national and local recognition for its work.

## BACKGROUND

Food Councils bring together stakeholders across a variety of interests, backgrounds, and areas of expertise, including food justice advocates, educators, nonprofit organizations, citizens, public servants, farmers, chefs, workers, food processors and food distributors.

The idea for the Montgomery County Food Council came out of a series of passionate conversations held throughout 2010 on the challenges and opportunities facing the local food system. These conversations culminated in a summit organized by Bruce Adams in the Montgomery County Executive's Office with the assistance of several consultants.<sup>1</sup> The extraordinarily diverse community stakeholders that came together at this event discussed how to support existing farmers and food processors in meeting the expanding demand for local food; how to create more affordable and equitable means to distribute local foods; how to educate consumers about sourcing and preparing healthy food; and how to protect our local environment through responsible land management practices and food waste recycling.

All agreed that to realize the shared vision of a sustainable Montgomery County food economy, a food policy council was needed. Following this meeting, the summit organizers and several nonprofits in the County assembled an advisory board, hired a part-time coordinator and created the Food Council.

The Montgomery County Food Council comes together to:

- 1) Serve as a forum for food system work,
- 2) Address challenges and opportunities in Montgomery County's food system,
- 3) Engage County residents through job opportunities, volunteering, and purchasing practices,
- 4) Educate County residents and institutions to promote a greater awareness of the entire food cycle, and
- 5) Serve as informed resource to educate policymakers and voters.

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<sup>1</sup> To learn more about how the Food Council was formed, please visit our website at [www.mocofoodcouncil.org](http://www.mocofoodcouncil.org). Click on "About" and select "History & Structure."

## ACTION PLAN: CURRENT AND PROPOSED PROJECTS

The projects below are a combination of current and proposed efforts being pursued by the Food Council's largely volunteer members. These projects advance the strategic goals and objectives created by the first members of the Montgomery County Food Council. They are undertaken by the Food Council as a whole, its Working Groups, Coordinator and interns. A full list of the Food Council's goals and objectives are provided in Appendix 1. The Council recognizes that its goals and objectives may change as the Food Council membership evolves, as the organization experiences success and challenges, and as new knowledge is assimilated through the Food Council's project work detailed below.

Current and proposed projects are summarized under the strategic goals they most further, however, some projects contribute to the achievement of multiple goals. Notes are provided in this instance. A fuller discussion of the Working Groups leading many of these projects can be found on page 9.

### Goal 1: Food Economy

To develop and sustain an economically viable local food system in the County that supports producers, processors, distributors, retailers, and consumers of local foods.

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### CURRENT PROJECTS

**Identifying Gaps and Opportunities in the Local Food Production and Distribution:** The Value Chain Supply Analysis Working Group is gathering producer lists for the county in an effort to understand where table crops are being grown, raised, and distributed in the county. This information will be helpful to understand opportunities and barriers to increased local production and consumption and of interest to policymakers and select farmers and entrepreneurs. (Year 1: 2012-2013 and Year 2: 2013-2014)

**Advising on the Rewrite of the County's Zoning Ordinance:** The Land Use, Zoning, and Planning Working Group continues to conduct research and provide advice and technical input into the rewriting of the County's Zoning Ordinance. The Working Group recently sent a letter to the Montgomery County Planning Board urging that a broader range of food and agriculturally related activities be allowed under the new rules. (Year 1 and Year 2)

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## PROPOSED PROJECTS

**Community Mapping of the County's Resources:** Several Working Groups would like to use their current work as the foundation for on-going monitoring of changes in the County's food system over time. There is an opportunity to partner with County government to pilot a community mapping tool which would provide the Food Council (and community at large) with a permanent host and platform for the datasets that it is building on school and youth gardens, local farms, emergency food providers, and much more. Products of this effort could include analysis to inform recommendations for policy changes and web applications for a variety of audiences such as a MoCo Eats mobile app. This project will also generate opportunities for partnerships with MCPS and other institutions to build community knowledge about the food system while also offering student opportunities for learning and growth. (Year 2 and Year 3: 2014-2015)

**Enhancing Local Producer Visibility:** The Food Council proposes to develop partnerships to launch place-branded marketing campaigns that add value to local foods through traceability, quality, and certifications while encouraging Montgomery County residents to buy local (Year 2 and Year 3)

### Goal 2:

Food Access: To increase access to locally produced, healthy food among county residents, especially communities with limited access, over the next 6 years

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## CURRENT PROJECTS

**Identifying Gaps and Opportunities in Food Access:** The Food Access Working Group is working with the Center for a Livable Future at Johns Hopkins University to map food deserts and food swamps (e.g. the overabundance of certain types of food offerings) within the county to identify where access issues exist. (Year 1 and Year 2)

**Developing a Resource Directory for Service Providers:** The Working Group is gathering lists of service providers (including food distribution points), farmers markets, grocery and other stores – including those that accept WIC and SNAP –to develop a resource tool for service providers, a one-stop shop

for getting access to information that they can use to guide their clients.  
(Year 1 and Year 2)

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## PROPOSED PROJECTS

**Conducting a Needs Assessment:** Using the results of the mapping exercise, the Food Access Working Group will pinpoint which communities are affected by access issues and why. The needs assessment will be used to identify policy needs and new collaborations, services, and businesses needed to serve communities lacking access to healthy, fresh and culturally appropriate food. (Year 2 and Year 3)

### Goal 3 Food Literacy

To increase MC residents' understanding of the importance of local, healthy, food through education opportunities that lead to healthier food choices by residents over the next 4 years

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## CURRENT PROJECTS

**Understanding Locations of Garden-Based Educational Opportunities:** The School and Youth Gardens Working Group is mapping existing school, youth, and community gardens in the County. It is also working with other organizations such as Montgomery Victory Gardens to analyze and map the results of a survey of all schools to understand how to best expand gardening education opportunities. The Working Group hopes to work with at least one high school class to incorporate future mapping into existing horticultural and agricultural curriculum. It expects to make the results of its mapping available on the Food Council's website for use by school officials, parents, and students. (Year 1 and Year 2)

**Working with MCPS and Non-Profits to Promote Healthy Eating:** The Healthy Eating Working Group is building a new partnership with the Montgomery County Public Schools' (MCPS) Directorate of Food and Nutrition Services (DFNS) to develop taste test focus groups and spotlight MCPS healthy eating at local school gatherings involving families. The Working Group hopes to carry out a community assessment with DFNS, MCPS families, and other like-minded organizations to inform a broader research study on healthy eating preferences and make evidence-based policy recommendations for on-going improvement in school food. The Working Group also plans to partner with community and non-profit organizations such as Crossroads Community Food Network to expand

healthy eating promotion in as many County classrooms as it is able to. (Year 1, Year 2, and Year 3)

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## PROPOSED PROJECTS

**Testing Edible Gardens:** The School and Youth Gardens Working Group is examining a media partnership to develop and promote a video to share the benefits of edible, school, youth and community gardens. The video would be shared with students, parents, school administrators and community members. (Year 2)

**Developing School Garden Site Coordinator Training:** The Working Group would like to develop one-day pilot trainings for parents and other volunteers on how to run and maintain a school vegetable garden. The training will be based on a four-day training held in Portland, OR. The Working Group and its partners will be working with a private sponsor to offer several one-hour trainings on the same subject before the one-day training is launched. (Year 2 and Year 3)

### Goal 4 Environment

To improve agricultural soils and reduce the environmental impacts of local land and water use, and the environmental footprint from non-local food in MC over 6 years

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## CURRENT PROJECTS

**Studying Possibilities for Composting:** The Food Council's internal Policy Committee is monitoring opportunities to support nascent composting programs in the County through advocacy. (Year 1 and Year 2)

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## PROPOSED PROJECTS

Additional projects are anticipated in this area as new members and additional volunteer capacity are added to the Food Council.



## Goal 5 Innovation and Creative Opportunities

To pursue or support emerging, dynamic opportunities in the County which promise to build a more inclusive, robust, and sustainable food system. To become a regional and national leader in modeling collaboration and community-driven data gathering, monitoring, and evaluation to improve the food system.

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### CURRENT PROJECTS

**Serving as a Permanent Knowledge and Information Exchange:** The Food Council is providing opportunities to non-profit, business, and government agencies to network and share information about practices, new enterprises, etc. which support Food Council objectives and goals. The Food Council will strengthen and expand these relationships to fully exploit opportunities for synergistic programming that may be unrecognized absent the MCFC network; helping to build new businesses and informing on key food system issues. (Year 1, Year 2, and Year 3)

**Developing a Comprehensive Advocacy Plan:** Building off of the Council's work on behalf of Nick's Organic Farm and the Zoning Ordinance re-write, the Food Council is building its partnerships and capacity to drive a broader movement for a more sustainable, inclusive, local food system. (Year 1 and Year 2)

**Researching Culinary Incubators:** The Food Council (and several of its nonprofit members) is working with the County's Office of Community Partnerships to develop a summer internship to study an appropriate means for replicating a well-known job training and healthy food distribution program in a neighboring jurisdiction in Montgomery County. Research may extend to supporting nascent food hubs or developing additional ones. (Year 2)

**Setting Up Monitoring and Evaluation Plans:** The Food Council's internal Monitoring and Evaluation Committee is developing plans and indicators for all Food Council activities to track successes, better understand challenges, and measure progress. (Year 1, Year 2, and Year 3)

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### PROPOSED PROJECTS

**Promoting New Enterprises Based on Food Council Research:** The Food Council will work with partners to identify potential funders for new non-profit and private entities who seek to use data and information generated by the Food Council and its partners to develop new enterprises. (Year 2 and Year 3)

**Budget and Resource Considerations:**

To support each of these goals, the Food Council hopes to establish a robust internship program reaching a variety of possible constituents and combining both paid and for-credit components. The accompanying 3-year budget includes not only provision for a full time coordinator (currently 1/2 time) but also a minimum of two part time interns and dedicated web development assistance.

Additional staff time is needed to: support the members of the Working Groups in an administrative and, in some cases, research capacity; identify and secure future funding for the Food Council and for Working Group priorities.

## ORGANIZATIONAL STRUCTURE

The Food Council is led by 13 to 17 selected or appointed **Food Council Members**, each of whom serves a two-year term. The Food Council is staffed by a **Food Council Coordinator**. The work of the Food Council is carried out by **Working Groups**, which are open to the public and facilitated by **Food Council Members** with help from **Food Council Partners**. At this time, the only paid position is the Coordinator.

## INTERNAL MANAGEMENT

The internal management of the Food Council is led by four different committees:

- Steering
- Communications
- Development
- Monitoring and Evaluation

## WORKING GROUPS

The Food Council is committed to building a better food system for Montgomery County. The Working Groups are subcommittees within the Food Council that are focused on addressing specific components of the food system. Issues that the Food Council chooses to champion fall under the auspices of at least one Working Group. The groups establish projects, policies, and partnerships and conduct research, inform and recommend policy change, and develop initiatives that improve our community. It is only with the volunteer efforts of these working groups that the Food Council is able to pursue its goals.

Working Groups currently include:

- Food Access
- Food Economy (formerly Value Chain Analysis)
- Food Literacy (formerly Healthy Eating & School and Youth Gardens)
- Food Recovery
- Environmental Impact (formerly Land Use, Zoning & Planning and Growing Farmers)

Note: Additional Working Groups may be added as demand and/or specific issues arise.

### Overview of Working Group Operations:

- On average, Working Groups meet every 4-6 weeks, though they may convene more or less frequently as needed.
- Working Groups set clear and specific annual deliverables that are guided by the goals, objectives, and mission of the Food Council.
- Working Group meeting minutes are available to the public on [www.mocofoodcouncil.org](http://www.mocofoodcouncil.org).
- The Working Groups are not authorized to take a position on behalf of the Food Council. If they are interested in having the Food Council take action or release a statement on an issue, they can present it to the Food Council for review.
- Working groups are facilitated by at least one member of the Food Council who is responsible for managing communications with the Food Council.
- Each Working Group is focused on achieving the specific goals of the Food Council, often in collaboration with other Working Groups.

## STAFF: FOOD COUNCIL COORDINATOR

The Food Council Coordinator is responsible for providing staff support to the Montgomery County Food Council. The Coordinator will have an understanding of food system issues, food policy councils, and organizational development. The coordinator is currently the only paid position with the Food Council. The coordinator operates from shared space at the Green Business Incubator located at and facilitated by Bethesda Green.

Staff support may include but is not limited to:

- Supporting the structure, mode of operation and makeup of the Montgomery County Food Council.
- Developing the annual operating budget for the Food Council in conjunction with the Food Council Co-Chairs and/or a specified governance committee.
- Meeting with individual members of the Food Council to identify relevant stakeholders and partners.
- Identifying potential Partners and participants for the Food Council.
- Documenting Food Council meetings.
- Overseeing the work of all Food Council interns or other support staff.
- Providing technical expertise to the Food Council as opportunities involving expertise arise.

## BUDGET, FISCAL AGENT, AND FUNDING

### BUDGET

A proposed budget for fiscal years 2014 to 2016 can be found in Appendix 1. The Food Council's fiscal year runs from April 1 to March 31 of each year with FY 2014 beginning on April 1, 2013. For fiscal year 2014 the Montgomery County Food Council is seeking a total of \$94,518 for its continuing operations and to fund growth opportunities.

### FISCAL AGENT

The Montgomery County Food Council is a sponsored program fund of The Community Foundation for Montgomery County, a regional affiliate of The Community Foundation for the National Capital Region. As a sponsored fund of The Community Foundation, the Montgomery County Food Council is entitled to receive charitable contributions under The Community Foundation's tax identification number.

A portion of the Coordinator's future work plan in the coming year will also be dedicated to working with the Food Council and Bethesda Green to explore alternative structures, such as 501c3 or other independent status.

### FUNDING PARAMETERS

The Food Council is committed to improving the environmental, economic, social, and nutritional health of Montgomery County, Maryland and will only accept funding from entities that share this mission.

## FOOD COUNCIL MEMBERS & STAFF

2012-2013

**Clark Beil** – Senior Administrator of Montgomery County Department of Health and Human Services, Licensure and Regulatory Services.

**Jenny Brown** –Schoolyard Garden Coordinator for GreenKids, a program of the Audubon Naturalist Society.

**Sheila Crye** – Owner of Young Chefs

**Kelly Feltault, PhD** – Program Analyst for the US Peace Corps.

**Larry Ledgard** – Farmer, Good Life Farm.

**Cheryl Kollin** – Principal of Full Plate Ventures

**Michele Levy** – Executive Director, Crossroads Community Food Network

**Cheryl Newman** – Vice-President and Deputy Chief of Mission at Honest Tea

**Dr. Vicki Reese** – General and Trauma Surgeon and owner of 5 A DAY CSA.

**Dick Stoner** – Manager of Stoner Family Farms, LLC.

**Jessica Weiss** – Executive Director of growing SOUL – Sustainable Opportunities for Universal Learning

**Elizabeth Wenk** – Vice President of Public Policy at Burness Communications

2014-2016

**Michael Ackerson** -- Sodexo General Manager of Food Services at Sandy Spring Friends School

**Clark Beil** – Senior Administrator of Montgomery County Department of Health and Human Services, Licensure and Regulatory Services.

**Susan Callahan** -- CHE, MA Gastronomy, Chef Instructor/Lecturer Hotel Restaurant Management Program for University of Maryland Eastern Shore AT The Universities at Shady Grove

**Sheila Crye** – Owner of Young Chefs

**Jackie DeCarlo** – Executive Director, Manna Food Center

**Victoria Heisler Edouard**, CPA, family farmer

**Cristina Frey** – Chair Gaithersburg Rotary Club Interact Committee

**Laura Howard** – Community Benefit Program Manager, Kaiser Permanente

**Dan Hoffman** – Montgomery County Chief Innovation Officer

**Michael Katz** – Marketing Manager, Intel

**Julie MacCartee** – Knowledge Management Specialist, USAID Bureau for Food Security

**Kim Robien**-- Associate Professor at the George Washington University School of Public Health & Health Services, Department of Epidemiology and Biostatistics,

**Shelley Rae Rudick**-- Vice President, The J. R. Taft Organization

**Christabel Sampson** – Board member, Interfaith Works

**Susan Wexler**-- Agricultural Economist, Certified Food Service Manager

### FOOD COUNCIL STAFF: COORDINATOR

**Claire Cummings: 2011-12**

**Lindsay Smith: 2012-13**

**Jessica Weiss: current**

## APPENDIX 1: STRATEGIC GOALS AND OBJECTIVES ADVANCED BY THE ACTION PLAN

The strategic goals and objectives set out below are those created by the first members of the Montgomery County Food Council when the group discussed what might be accomplished in their inaugural two-year term. It recognizes that these goals and objectives may change as the Food Council membership evolves, and also as the organization experiences success and challenges as it grows.

Current and proposed projects presented in the Action Plan advance these strategic goals and in many cases, overlap significantly with objectives determined one year ago.

### Goal 1: Food Economy:

To develop and sustain an economically viable local food system in Montgomery County that supports producers, processors, distributors, retailers, and consumers of local foods

**Objective:** Begin a supply chain analysis within the County to identify resources, needs, challenges, and potential solutions in creating a value chain in the farm to table process by year 1

**Working Group:** Value Chain Analysis

**Objective:** Support training farmers and food processors in environmental, fair trade, animal welfare, and other certifications that add value to products beginning year 1

**Working Group:** Growing Farmers

**Objective:** Implement solutions from supply chain analysis moving toward creating a more robust value chain system beginning year 2

**Working Group:** Value Chain/Mapping Solutions

**Objective:** Increase acreage under production, and the diversity of local products produced and sold within MC beginning year 2

**Working Group:** Growing Farmers

**Objective:** Develop place-branded marketing campaigns that add value to local foods through traceability, quality, and certifications while encouraging Montgomery County residents to buy local beginning year 2

**Working Group:** Growing Farmers

**Goal 2: Food Access:**

To increase access to locally produced, healthy food among county residents, especially communities with limited access, over the next 6 years

**Objective:** Map food deserts within the county and conduct needs assessment to understand where access issues exist, which communities are affected, and why in year 1

**Working Group:** Food Access

**Objective:** Develop resource list or wiki of organizations, non-profits, county offices, and other entities with programs that address food access issues by the end of year 1, posted to the Food Council website

**Working Group:** Food Access

**Objective:** Develop initiatives and new objectives to address the food access issues outlined in the mapping, needs assessment, and value chain analysis beginning Year 2

**Working Group:** Value Chain/Mapping Solutions

**Objective:** Increase the food self-sufficiency of county residents and community groups through training in backyard/urban agriculture and the development of stable community gardens beginning year 2

**Working Group:** School and Youth Gardens

**Objective:** Increase the amount of fresh, local food served in Montgomery County schools, hospitals, senior centers, retailers and/or other institutions within 4 years

**Working Group:** Buy Local [includes farm to school and other institutions]

**Goal 3 Food Literacy:**

To increase Montgomery County residents' understanding of the importance of local, healthy, food through education opportunities that lead to healthier food choices by residents over the next 4 years

**Objective:** Expand school and youth garden programs to improve Montgomery County students' understanding of where food comes from, its cultural significance, how to make healthier food choices, and appreciating fresh food through experiential learning within 5 years

**Working Group:** School and Youth Gardens

**Objective:** Expand school and youth garden programs to improve Montgomery County students' environmental literacy, including sustainability and a sense of environmental stewardship within 5 years

**Working Group:** School and Youth Gardens

**Objective:** Expand opportunities for Montgomery County residents to improve their nutrition knowledge and cooking skills through education.

**Working Group:** Healthy Eating

**Goal 4 Environment:**

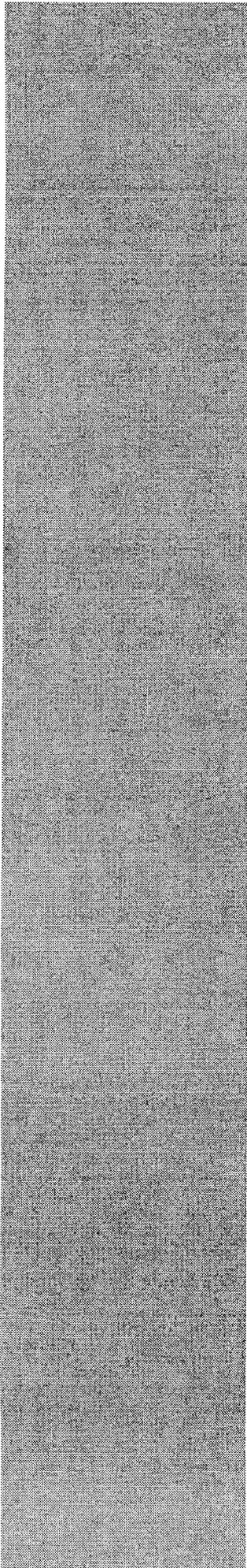
To improve agricultural soils and reduce the environmental impacts of local land and water use, and the environmental footprint from non-local food in Montgomery County over 6 years

**Objective:** determine current environmental impacts and issues surrounding land and water use in the county by the end of year 1

**Working Group:** Land Use, Zoning, and Planning

**Objective:** develop initiatives or policy recommendations to address the issues found in year 1 research beginning year 2

**Working Group:** Land Use, Zoning, and Planning



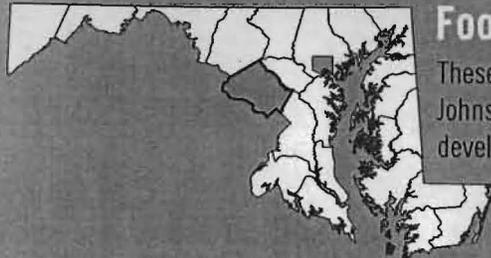
**Objective:** partner with other organizations to assist county farmers and residents to establish rain catchment/rain barrel systems that reduce water run-off and water usage, and decrease run-off into the Chesapeake beginning year 2

**Working Group:** Water Catchment/Rain Barrel System

**Objective:** partner with other organizations to develop a food waste compost program for Montgomery County offices, schools, and other institutions as well as promote residential composting either at home or through service providers. The finished compost product from these service providers should be shared with county farmers and residents to enrich the nutrient value of their soils beginning year 2

**Working Group:** Food Waste Compost

# Montgomery County, MD

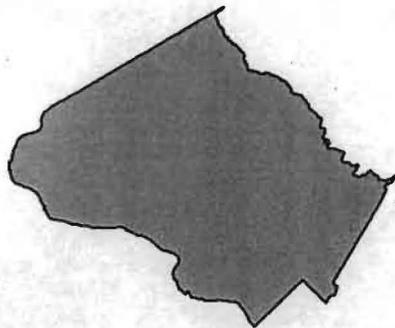


## Food Systems Profile

These county profiles present the data compiled by the Maryland Food System Map Project, at the Johns Hopkins Center for a Livable Future. They are intended to be used for education, research, policy development, and community organizing purposes. For more information go to: [www.mdfoodsystemmap.org](http://www.mdfoodsystemmap.org).

## Demographics

DEMOGRAPHICS	Montgomery	Maryland	% of MD Total	County Ranking
Population, 2011 <sup>a</sup>	989,794	5,828,289	16.98%	1
Population Change, 2000-2010 <sup>b</sup>	11.3%	9.0%		12
Number of Households, 2011 <sup>a</sup>	355,434	2,128,377	16.70%	1
Population Density (People / Square Mile), 2010 <sup>b</sup>	1,978.17	594.77		2
Non-Hispanic, 2007-11 ACS Five-Year Estimate <sup>a</sup>	83.5%	92.1%		24
▪ White Alone	50.0%	55.2%		21
▪ Black or African American Alone	16.7%	29.0%		9
Hispanic (any race), 2007-11 ACS Five-Year Estimate <sup>a</sup>	16.5%	7.9%		1
Median Household Income, 2010 <sup>c</sup>	\$95,660	72,419		2
Households Below 185% of Federal Poverty Level, 2011 <sup>c,1</sup>	0.26%	10.47%		17
Unemployment, August 2013 <sup>d</sup>	5.0%	6.7%		24
Self-Sufficiency Standard (2 Adults, 2 School-Age Children), 2012 <sup>e,2</sup>	\$73,451	(U)		2



## Health Statistics

HEALTH STATISTICS	Montgomery	Maryland	% of MD Total	County Ranking
Overall Mortality / 100,000 Population (Age-Adjusted) <sup>f</sup>	528.4	732.50		24
Heart Disease Mortality / 100,000 Population (Age-Adjusted) <sup>f</sup>	124.7	181.6		24
Diabetes Mortality / 100,000 Population (Age-Adjusted) <sup>h</sup>	12.5	20.4		20
Rate of Obesity <sup>m</sup>	19.58%	27.61%		23
Rate of Diabetes <sup>m</sup>	7.02%	10.39%		24

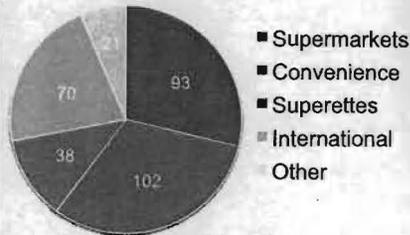
Maryland  
Food  
System  
Map



JOHNS HOPKINS  
CENTER for a LIVABLE FUTURE

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Food Stores by Type



## Food Availability

FOOD AVAILABILITY - FOOD STORES AND RESTAURANTS <sup>1</sup>	Montgomery	Maryland	% of MD Total	County Ranking
Total Number of Food Stores	324	3604	8.99%	4
▪ Number of Supermarkets	93	602	15.45%	1
▫ Supermarkets / 1,000 Population	0.09	0.10		17
▫ % Supermarkets (# Supermarkets / Total Food Stores)	28.70%	16.66%		4
▪ Number of Small Food Stores <sup>3</sup>	210	2516	8.35%	4
▫ Small Food Stores / 1,000 Population	0.21	0.43		21
▫ Number of Convenience Stores (Chains, Gas Stations, Drug Stores)	102	1169	8.73%	5
▫ Number of Superettes ("Mom and Pop" Stores, Corner Stores) <sup>4</sup>	38	1142	3.33%	4
▪ Number of International Food Stores <sup>5</sup>	70	205	34.15%	1
▪ Number of Other Food Stores <sup>5</sup>	21	486	4.32%	6
Number of Fast Food Chain Restaurants	200	1757	11.38%	5
▪ Fast Food Chain Restaurants / 1,000 Population	0.20	0.30		20



FOOD AVAILABILITY - FOOD ACCESS	Montgomery	Maryland	% of MD Total	County Ranking
Households without Vehicle <sup>a</sup>	8.2%	9.30%		6
Population in Designated Limited Supermarket Access Area <sup>a,6</sup>	1.16%	10.42%		18
Population Living in a USDA Food Desert <sup>b,7</sup>	19.84%	27.34%		14
Population that is Food Insecure <sup>c,8</sup>	8.1%	13.4%		18
Average Cost of a Meal (\$) <sup>i,9</sup>	\$3.30	(U)		2

FOOD AVAILABILITY - NUTRITION ASSISTANCE	Montgomery	Maryland	% of MD Total	County Ranking
Average Number of Monthly SNAP Participants, 2011 <sup>1</sup>	52,844	645,347	8.19%	4
Population Participating in SNAP, 2011 <sup>1</sup>	5.4%	11.2%		23
SNAP Participation Among Low-Income Residents <sup>1</sup>	43.10%	(U)		24
Number of SNAP Authorized Stores <sup>k</sup>	319	3,559	8.96%	4
▪ Number of SNAP Authorized Stores / 1,000 population	0.33	0.62		23
Students Free-Lunch Eligible, 2009 <sup>10</sup>	22.08%	(U)		15
Number of Pantry & Free Meal Sites <sup>l</sup>	167	974	17.15%	2

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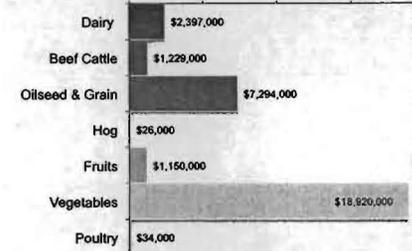
# Agriculture

AGRICULTURE <sup>11</sup> - GENERAL CHARACTERISTICS	Montgomery	Maryland	% of MD Total	County Ranking
Total Number of Farms	561	12,849	4.37%	10
Acres of Land in Farms	67,613	2,051,756	3.30%	16
of Land in Farms	21.51%	33.03%		16
Average Farm Size (Acres)	121	160		15
Average Age of Primary Farm Operator	60.0	57.3		1
Female Primary Operator	26.92%	17.27%		3
Operators by Primary Occupation				
▪ Farming	43.49%	48.85%		19
▪ Other	56.51%	51.15%		6

AGRICULTURE <sup>11</sup> - FARM TYPES	Montgomery	Maryland	% of MD Total	County Ranking
Farm Products Sold Directly - Number	87	1407	6.18%	5
Farm Products Sold Directly - Market Value	\$3,165,000	\$21,220,000	14.92%	1
Number of USDA Certified Organic Farms	10	161	6.21%	5
Number of Farms Transitioning to USDA Certified Organic	10	107	9.35%	5
Dairy Farms - Number	9	663	1.36%	13
Dairy Farms - Market Value (\$)	\$2,397,000	\$192,426,000	1.25%	11
Beef Cattle Farms - Number	80	2526	3.17%	11
Beef Cattle Farms - Market Value (\$)	\$1,229,000	\$58,293,000	2.11%	11
Oilseed & Grain Farms - Number	34	2049	1.66%	20
Oilseed & Grain Farms - Market Value (\$)	\$7,294,000	\$307,944,000	2.37%	15
Hog Farms - Number	14	412	3.40%	12
Hog Farms - Market Value (\$)	\$26,000	(D)	(U)	15
Fruit, Tree Nuts & Berries - Number	34	472	7.20%	5
Fruit, Tree Nuts & Berries - Market Value (\$)	\$1,150,000	\$19,393,000	5.93%	5
Vegetables, Melons, Potatoes, & Sweet Potatoes - Number	44	940	4.68%	11
Vegetables, Melons, Potatoes, & Sweet Potatoes - (\$)	\$18,920,000	\$56,394,000	33.55%	1
Poultry Farms (Broiler) - Number	4	808	0.50%	18
Poultry Farms (Layer) - Number	54	1229	4.39%	9
Poultry Farms (Broiler & Layer) - Market Value (\$)	\$34,000	\$903,531,000	0.00%	16

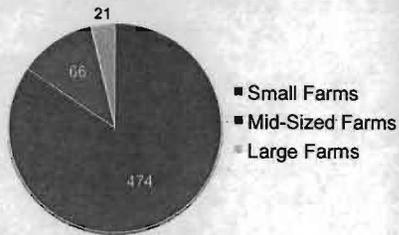


Market Value by Farm Type



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Farms By Size (by Market Value)



AGRICULTURE* - ECONOMICS	Montgomery	Maryland	% of MD Total	County Ranking
Number of Small Farms (Market Value <\$50,000)	474	10,021	4.73%	8
Number of Mid-Sized Farms (\$50,000 - \$499,999) <sup>12</sup>	66	1,980	3.33%	15
Number of Large Farms (\$500,000 or more)	21	970	2.16%	15
Total Market Value of Agricultural Products Sold	\$33,193,000	\$1,835,090,000	1.81%	15
▪ Average Per Farm	\$59,168	\$142,987		16
Government Payouts - Total Federal Dollars	\$1,047,000	\$33,386,000	3.14%	12
▪ Average Per Farm Receiving Funds	\$9,691	\$7,277		4
Total Number of Hired Workers (Excludes Contract Labor) <sup>13</sup>	1,265	14,938	8.47%	2
Total Number of Farms with Migrant Labor <sup>14</sup>	9	258	3.49%	10

AGRICULTURE* - LARGE-SCALE LIVESTOCK	Montgomery	Maryland	% of MD Total	County Ranking
Number of Broiler Chicken CAFOs <sup>15*</sup>	0	255	0.00%	9
Number of Broiler Chicken MAFOs <sup>16*</sup>	0	16	0.00%	6
Number of Dairy Cattle CAFOs <sup>17*</sup>	0	4	0.00%	5
Number of Hog CAFOs <sup>18*</sup>	0	1	0.00%	2

AGRICULTURE - LOCAL FOOD	Montgomery	Maryland	% of MD Total	County Ranking
Number of Farmers Markets, 2013 <sup>a</sup>	21	163	12.88%	1
Number of Agritourism Operations <sup>a</sup>	17	231	7.36%	4
Average \$ / Agritourism Operation <sup>a</sup>	\$102,059	\$27,216		1
Total Number of Farms Selling Locally, 2012 <sup>1,19</sup>	62	1,015	6.11%	5
▪ Farms that are USDA Certified Organic	6	107	5.61%	6
▪ Farms that sell at Farmers Markets	24	354	6.78%	4
▪ Farms that Sell Through CSAs	11	119	9.24%	4
▪ Dairy Farms that Sell Locally	2	88	2.27%	11
▪ Livestock & Poultry Farms that Sell Locally	27	386	6.99%	6



# Processing and Distribution

PROCESSING AND DISTRIBUTION <sup>20</sup>	Montgomery	Maryland	% of MD Total	County Ranking
Total Number of Food Processing Facilities*	65	1111	5.85%	5
Number of Canneries	0	12	0.00%	10
Number of Facilities that Process Dairy	6	130	4.62%	9
Number of Facilities that Process Eggs	18	358	5.03%	8
Number of Facilities that Process Seafood	5	196	2.55%	12
Number of Facilities that Process Meat	6	199	3.02%	12
Animal Slaughter Facilities*	2	51	3.92%	5
Number of Facilities that Slaughter Hogs	0	12	0.00%	8
Number of Facilities that Slaughter Cattle	0	17	0.00%	9
Number of Facilities that Slaughter Poultry	2	34	5.88%	5
Distribution and Storage Facilities*	30	727	4.13%	9
Number of Distributors that Source Locally	2	65	3.08%	10



# Environment

ENVIRONMENT - LAND PRESERVATION	Montgomery	Maryland	% of MD Total	County Ranking
Maryland DNR and Conservation Easements, Total Acreage <sup>a,21</sup>	20,410.25	541,876.73	3.77%	8
MALPF Easements, Total Acreage <sup>a,22</sup>	4,434.00	279,223.00	1.59%	20
Maryland Environmental Trust Easements, Total Acreage <sup>a,23</sup>	2,154.41	128,238.77	1.68%	17
Maryland Rural Legacy <sup>a,24</sup> Properties, Total Acreage <sup>a</sup>	4,726.85	77,978.01	6.06%	5
Maryland Rural Legacy Areas, Total Acreage <sup>a</sup>	78,993.00	885,463.97	8.92%	3

ENVIRONMENT - BEST MANAGEMENT PRACTICES <sup>b,25</sup>	Montgomery	Maryland	% of MD Total	County Ranking
Cover Crops (Acres/Year)	14,174.30	415,437.14	3.41%	12
Enhanced Nutrient Management on Pasture (Acres/Year)	4,597.50	85,548.00	5.37%	8
Soil Conservation and Water Quality Plans (Acres/Year)	36,720.70	911,237.30	4.03%	12

ENVIRONMENT - AIR AND WATER QUALITY	Montgomery	Maryland	% of MD Total	County Ranking
Ammonia <sup>26</sup> from Fertilizer Application (Tons) <sup>b</sup>	39.37	5,890.13	0.67%	22
Ammonia from Livestock Waste (Tons) <sup>b</sup>	769.83	25,957.99	2.97%	11
Airborne PM <sub>2.5</sub> from Crop and Livestock Dust (Tons) <sup>b,27</sup>	86.78	2,829.98	3.07%	13
Total Number of Watersheds <sup>a,28</sup>	8	123	6.50%	9
• Number in Good Health*	0	2	0.00%	4
• Number in Fair Health	3	59	5.08%	12
• Number in Poor Health	5	62	8.06%	6

Watershed Health



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**The data sources for the Maryland Food System County Profiles are as follows:**

- (a) The American Community Survey, 2011;
- (b) The United States Census, 2010;
- (c) ESRI Updated Demographics, 2010;
- (d) Maryland Bureau of Labor Statistics, 2013;
- (e) Center for Women's Welfare, 2012;
- (f) CLF's Maryland Food System Map Project, 2013;
- (g) The Reinvestment Fund, 2011;
- (h) USDA Food Access Research Atlas, 2013;
- (i) Feeding America, 2011;
- (j) Maryland Hunger Solutions, 2012;
- (k) USDA Food and Nutrition Service SNAP Retailer Locator
- (l) Maryland Department of Health and Mental Hygiene, 2011;
- (m) Maryland Behavioral Risk Factor Surveillance System, 2011;
- (n) USDA National Agricultural Statistics Service, 2007;
- (o) Maryland Department of the Environment, 2012;
- (p) Maryland Department of Agriculture, 2013;
- (q) Maryland Department of Natural Resources, 2010;
- (r) Maryland Agricultural Land Preservation Foundation, 2002;
- (s) United States Environmental Protection Agency, 2008.

**Footnotes**

1. 185% of the Federal Poverty Level, an eligibility criterion for federal food supplement programs, varies by household size. For an individual in 2013, it is \$21,256.56, and for a family of 4, it is \$43,567.56.
2. The Self-Sufficiency Standard determines the amount of income required for working families to meet basic needs at a minimally adequate level, taking into account family composition, ages of children, and geographic differences in costs. Study conducted by the Center for Women's Welfare.
3. The "Small Food Stores" category in this chart includes small-format stores in the following categories: convenience stores (gas station and chain stores), superettes (natural/gourmet, small groceries, corner stores, and behind-glass corner stores), and international food stores.
4. "Superettes," sometimes called "mom & pop" stores or corner stores, carry a basic, narrow selection of food items. They tend to have few if any service departments, and have annual food sales of less than \$2 million.
5. The "Other Food Stores" category in this chart include Conventional Club stores (i.e. BJ's), Military Commissaries, Drug Stores (i.e. Walgreens, CVS), Supercenters (i.e. Wal-Mart), dollar stores, farm markets, and public markets.
6. Limited Supermarket Access (LSA) areas were developed by The Reinvestment Fund (TRF). They are areas where residents travel longer distances to reach a supermarket when compared to the average distance traveled of non-low/moderate income areas.
7. USDA Food Deserts are defined as low-income census tracts where residents are >0.5 miles (urban) or >10 miles (rural) from the nearest supermarket.
8. USDA defines food security as having "consistent, dependable access to enough food for an active, healthy life for all household members." Households that are food insecure do not have consistent, dependable access due to a lack of money and other resources.
9. The average dollar amount spent on food per week by food secure individuals is divided by 21 (3 meals per day x 7 days per week) weighted by the "cost-of-food index" to derive a localized estimate. Food expenditures for food secure individuals were used to ensure that the result best reflected the cost of an adequate diet.
10. The National School Lunch Program (NSLP) provides per meal cash reimbursements to schools as an entitlement to provide nutritious meals to children. Student eligibility is dependent on household income level.

11. All data in the "Agriculture" sections are sourced from the USDA National Agriculture Statistics Survey 2007 Census of Agriculture, unless otherwise noted.
12. Agriculture of the Middle (AOTM) encompasses a spectrum of farms and ranches that are declining because they are too small to be served well by commodity markets and too large to be served well by direct markets. Most farms are in the \$50,000-\$500,000 range of gross sales. See [agofthemiddle.org](http://agofthemiddle.org) for more information.
13. Data are for total hired farm workers, including paid family members. Data exclude contract laborers.
14. A migrant farm worker is a farm worker whose employment required travel that prevented the worker from returning to his/her permanent place of residence on the same day.
15. A Confined Animal Feeding Operation (CAFO) is a medium or large Animal Feeding Operation (AFO) that discharges or "proposes to discharge" manure, litter, or process wastewater. "Proposes to discharge" means that your facility is designed, constructed, operated, or maintained, such that a discharge to surface waters of the State WILL occur. Broiler Chicken CAFO with liquid manure ranges: medium = 9,000-29,999 birds/farm, large = >30,000 birds/farm. Broiler Chickens CAFO with dry manure ranges: medium = 37,500-124,999 birds/farm or <100,000 ft<sup>2</sup>, large = >125,000 birds/farm or ≥100,000 ft<sup>2</sup>.
16. A Maryland Animal Feeding Operation (MAFO) is a large animal feeding operation that does not discharge or "propose to discharge" manure, litter, or process wastewater.
17. Dairy Cattle CAFO ranges: medium = 200-699 animals/farm, large = 700+ animals/farm.
18. Hog CAFO ranges: 750 or more animals/farm, dependent on weight of animals.
19. Farms that grow and sell food locally in some manner. The list is derived from online research, last updated in spring 2012. The list is not entirely comprehensive, as not all local farms have information available on the Internet.
20. Categories of food processing facilities, slaughter facilities, and distribution and storage facilities are neither mutually exclusive nor an exhaustive list or every possible type of facility.
21. A "Deed of Conservation Easement" is a legal agreement between a landowner and a land trust (such as Maryland Environmental Trust, within Maryland Department of Natural Resources (DNR)), which restricts the future uses of the landowner's property. It applies to all future owners of the property and often limits such things as the amount of subdivision, or the number of houses that may be built.
22. The Maryland Agricultural Land Preservation Foundation (MALPF) purchases agricultural preservation easements that forever restrict development on prime farmland and woodland.
23. The Maryland Environmental Trust is a statewide land trust with a mission to provide landowners with information and tools to permanently protect natural, historic and scenic resources in the state.
24. Maryland's Rural Legacy Program provides funding to preserve large, contiguous tracts of land and to enhance natural resource, agricultural, forestry and environmental protection while supporting a sustainable land base for natural resource based industries.
25. The Maryland Department of Agriculture collects data on Best Management Practices for conservation, 3 of which are listed below, as part of an effort to restore the health of the Chesapeake Bay Watershed.
26. Ammonia (NH<sub>3</sub>) is a chemical present in the chemical fertilizers used in agriculture. Ammonia is also produced naturally from decomposition of organic matter, including plants, animals and animal wastes.
27. Data for crop and livestock dust emissions of Particulate Matter <2.5 microns (PM<sub>2.5</sub>).
28. The number of watersheds comprises all watersheds present in the county, including those that cross county borders.

**Symbols**

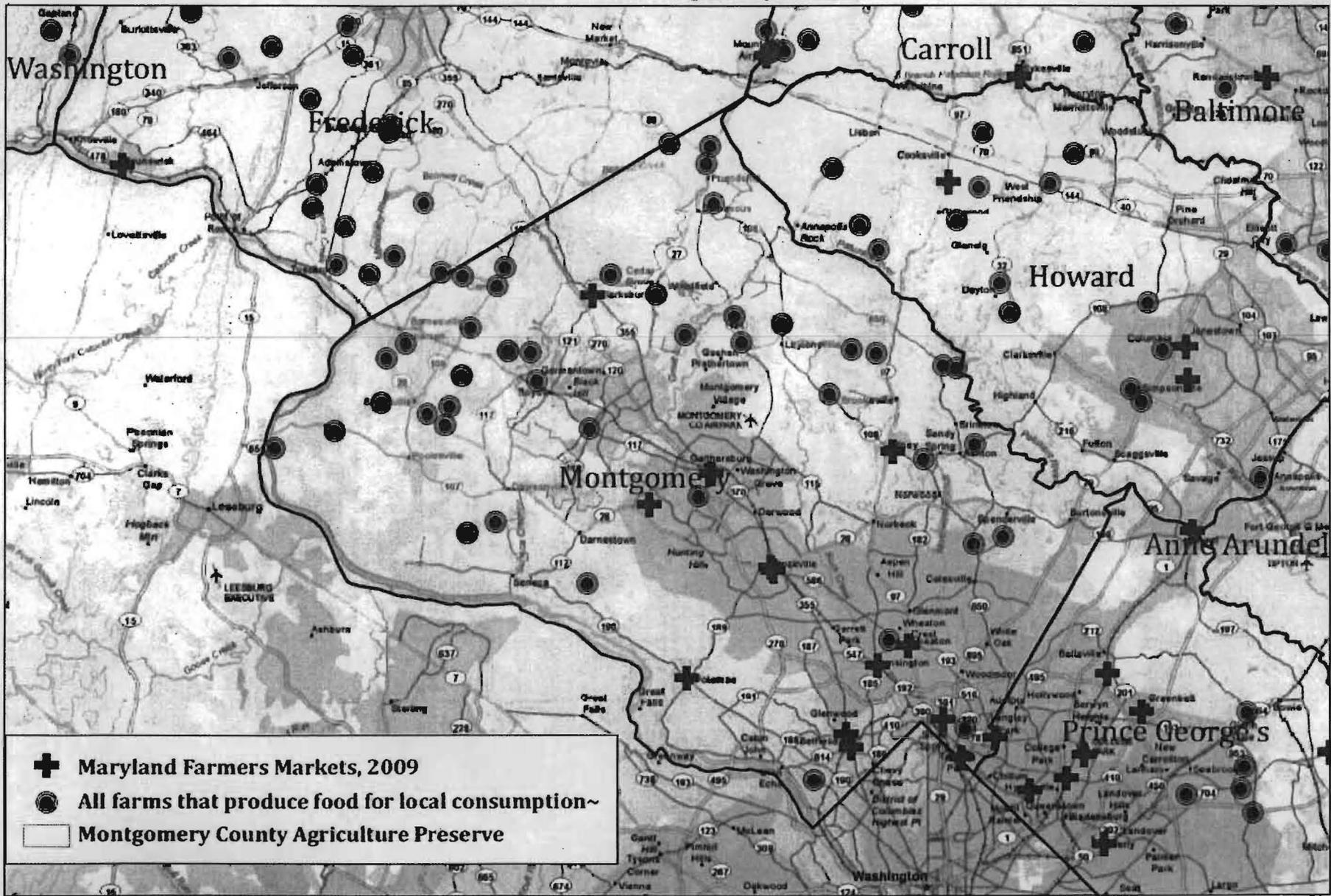
(D) Data withheld to avoid disclosing data for individual farms (Census of Agriculture only)

(U) Data unavailable

\* Many Maryland counties do not have any data or locations in this category, making the County Ranking for this category deceptively high for counties that have a value of 0. For example, there are only 4 dairy cow CAFOs in Maryland so any county with 0 CAFOs is tied for 5th place.

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# "Local Food" Farms and Farmers Markets in and around Montgomery County



- ✚ Maryland Farmers Markets, 2009
- All farms that produce food for local consumption~
- ▭ Montgomery County Agriculture Preserve

February, 2011

~ NOTE: Information on local farms was gathered through internet research - the list is not comprehensive. Data from 2009

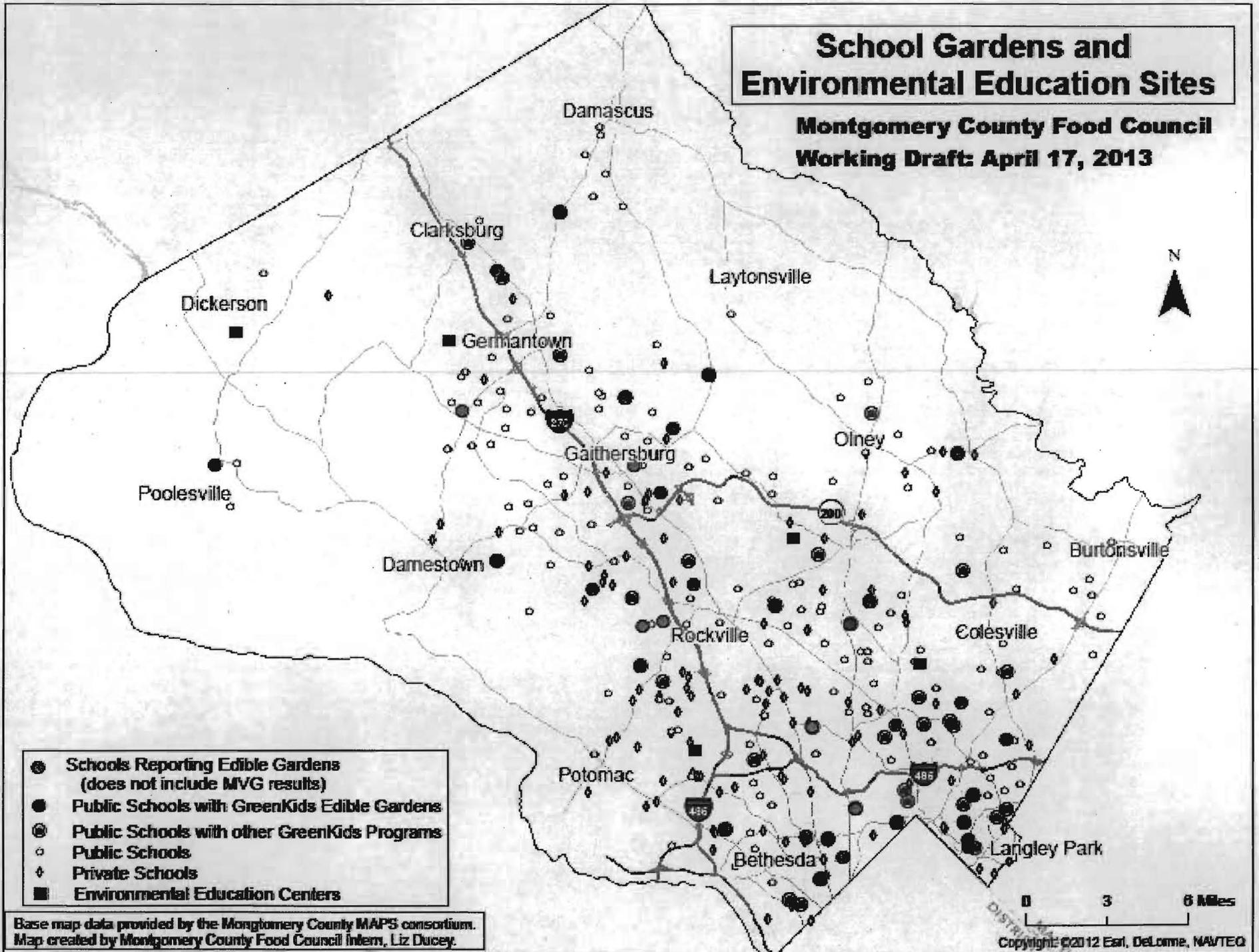
0 0.5 1 2 3 4 Miles



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# School Gardens and Environmental Education Sites

Montgomery County Food Council  
Working Draft: April 17, 2013



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**Food Recovery Work Group's  
Recommended  
FOOD RECOVERY ACTION PLAN**

**A. Uses of FY 2014 Funding**

**1. Contract for a Coordinator for the Food Recovery System  
(\$60,000)**

**Overview**

The Coordinator will be responsible for organizing and implementing an approach for systematic outreach and enrollment of restaurants, grocery stores, caterers, farm markets, and institutions with food services. This approach will collaborate with stakeholders and others that are a part of the Food Recovery Work Group. It will educate potential donors on the available options for food recovery and help them make decisions on the method that will work best for their business. Such an approach might begin by targeting geographic areas or certain types of food vendors.

**Tasks**

1. Develop protocols for sanitary and safe food pick-up, storage, and redistribution of smaller amounts of prepared and non-prepared recovered food (such as regular pick-ups from restaurants). This could be a multi-leveled system that has a centralized or regional pick-up component and direct, regularly scheduled, dedicated connections between donors and non-profit organizations.
2. Develop protocols for more unusual, large donations of food. These protocols will address such situations as the caterer with pallets of food to donate, the grocery store that loses power, or the truckload of produce that has been rejected. These protocols will have a centralized/regional approach and will first look at leveraging and building on the use of existing resources such as county agency storage and non-profits that already store and redistribute larger amounts of food. County facilities such as the Montgomery County Public School's Food Production Facility, Department of Liquor Control Warehouse, and facilities with commercial kitchens, such as the White Oak Community Center, could be a part of such protocols.

3. Develop protocols for donors of both smaller and large amounts of food. In developing these protocols the Coordinator must consider whether multiple partnerships for recovering food are more responsive to needs of different types of donors. For example, should Food Recovery Network work with Montgomery College as its expertise is campus food recovery?
4. Implement in the first year a 24-hour food recovery hotline that is a phone-based system for food recovery with a single number for use by those wanting to donate.
5. Plan for and/or implement a web-based recovery tool in Year 1. Emphasis will be placed on leveraging or customizing tools that are in place or already in development rather than investing in creating a new tool. If such a tool is not implemented in Year 1, cost estimates for Year 2 will be prepared.
6. Develop an outreach and incentive campaign that serves both donors and recipients. The campaign will provide materials explaining the recovery system, information on the Good Samaritan laws, potential tax benefits, etc. The campaign will also explain best practices that Montgomery County has in place to assure food safety. Use of public service announcements on network television as well as featured pieces on Montgomery County cable television will be considered. The campaign will also include newspapers and radio.
7. Develop an incentive and rewards system. This will include having window stickers, a logo that could be used on websites, or other visible recognition for restaurants and stores participating in food recovery. It will clearly show that this is the Montgomery County Food Recovery System but could also include other partners as they are involved (for example, Food Cowboy, Food Donation Connection, Nourish Now, or the Food Recovery Network). The reward system must include ways to publicly recognize participants (grocery stores, restaurants, caterers, farmers, etc.) through the press, newsletters, at government events, etc. This system can also highlight the non-profit organizations that receive the food to raise awareness about those in need.
8. Understand that Montgomery County's priority is that first food is recovered for people, then to feed animals, and then to return to soil.

The solicitation for the Coordinator will include clear performance expectations and proposed timelines and progress reports.

**2. Data  
(\$5,000)**

Major data sets will be the basis of the work done by the Food Recovery Coordinator. These data sets can be used by others, such as the Food Council and Agricultural Services, and will be developed and maintained as a part of open data Montgomery. Data already exists for food vendors. Data on emergency food providers will be moved into the open data system and a new data set around agriculture will be developed.

Only a small amount of funding is specifically recommended to be allocated at this time. It will be used if there is a need for temporary assistance for verification of data or data entry.

This task has already started and work will continue while the contracting process is underway for the Coordinator.

**3. Grants to Partner Organizations for Equipment or Other Items to Increase Food Recovery  
(\$100,000)**

Some of the non-profit and business partners involved in food recovery may need to purchase additional equipment either to facilitate the ability to recover food or to store food as the amounts of recovered food increase. The Work Group is recommending that a substantial amount of Year 1 funds go for grants to these organizations to assist with such needs. Items might include refrigerators, freezers, coolers, or a refrigerated truck.

Parameters for such a grant program must be developed. There will also need to be a determination about whether these grants should only be used for equipment or whether applications would be accepted for operating expenses. Some organizations may need one-time start-up monies for efforts that would become self-sustaining. While the County generally targets these types of grants to non-profit 501(c)(3) organizations, the Work Group wants to make sure that solutions can come to the table from all interested parties and recommends that these grants not be limited to non-profits.

The Work Group recommends that this grant program move forward as soon as possible and not wait until the Coordinator is hired. A variety of needs have been identified during the Work Group discussion and the sooner some of them can be met, the more likely it is that food can be easily recovered and properly transported and stored.

**4. Retain funds to allocate at a later time for materials, pilot programs, and technology development (\$35,000)**

The Work Group recommends these funds be available to pay for items that arise during the implementation process. Possible uses include: information, marketing and recognition materials, funds to establish the 24-hour hotline, funds to non-profit organizations to pay for certified food services manager training, pilot projects to see if there are effective ways to increase food available to emergency food providers (such as increasing the Rainbow Community Development Center's ability to get donated produce in large amounts by paying the fee to rent a refrigerated truck), looking at the issue of whether non-profits that facilitate moving larger amounts of recovered food might be paid a delivery fee to assist with covering transportation costs, and funds that might be needed to customize an "app" for food recovery in Montgomery County.

**B. Continue the Food Recovery Work Group**

While the Council's Food Recovery Work Group officially ends with this report, its work should not stop.

This Work Group has brought many partners to the table and allowed for increased collaboration and communication about food recovery issues. During the course of the Work Group there are examples of food recovery that occurred because new donors were contacted and Work Group members were able to contact each other when a large donation became available.

The Food Recovery Work Group recommends that it continue as a work group of the Food Council which is also working to increase access to food to those in need. The Food Council wants to be involved with and support food recovery and there are members of the Food Council on the Work Group. As a work group of the Food Council, the Food Recovery Work Group would support the implementation of the Action Plan and be an

advisory body to the Coordinator. The Food Recovery Work Group will help the Coordinator build a team of community partners to take on certain tasks. The Food Recovery Work Group can also foster the broad community support that is needed to both reach out to potential donors and to efficiently move recovered food to those in need. As a part of the Food Council, there will be no question that food recovery is an important part of the larger food system mission of the Food Council.

The Food Recovery Work Group will monitor the progress of this effort and form recommendations for enhancing the system beyond Year 1. The Work Group, through the Food Council, will provide insight and recommendations to the Department of Health and Human Services, the County Executive, and the County Council.

Food Council work groups have members beyond the members of the Food Council but each has at least one member that serves as a liaison to the Food Council. Over the course of this Work Group, members have changed and people who have learned of the effort have joined the meetings. A part of establishing the ongoing Food Recovery Work Group will be outreach to others who may want to be involved and expanding and reconstituting its membership to provide the best support system for the work that will take place in the coming months.

### **C. Planning and Protocols for Recovery and Reuse of Non-edible Food**

The Work Group stated in its Interim Report that minimizing food waste was one of three issues that should be considered in developing a food recovery system. The Work Group continues to recommend that Montgomery County should declare that its policy is to recover food. Under such a policy, the County would have three priorities: (1) recover and deliver food that can be used by people, (2) create systems to feed animals food that cannot be used by people but is still edible, and, (3) compost remaining inedible food.

As noted in the Work Group's Interim Report and the resolution establishing the Work Group, the Department of Environmental Protection estimates that in 2011, 19% of the waste stream was food waste and another 18% was classified as "other organics." Of the food waste, 28,769 tons was from restaurants, 14,014 tons was from supermarkets, and 5,301 tons from schools. The Work Group learned about the success of the County's pilot program to compost food waste from the Executive Office

Building's cafeteria and the challenges facing this effort because of the need for clear regulations for establishing food composting facilities. Local capacity is needed for food composting where the materials can be transported to the composting facility and then transported to other locations, such as community gardens, for use. The Work Group's Interim Report recommended that: (1) the Zoning Ordinance should be reviewed to make sure it provides the flexibility needed to recover food and close the food system loop by allowing the recycling of food scraps; and, (2) Montgomery County Public Schools should be challenged to rescue and compost food at the individual school level and at the central kitchen facility.

The Work Group was informed by staff from the Department of Environmental Protection and the Department of Economic Development's Agricultural Services' that a State work group has been convened to develop regulations for food waste composting as required by House Bill 1440, *Recycling – Composting Facilities*. Pilot food composting projects are underway in Takoma Park and in Howard County.

Information is included in Appendix 4 (pages A17-50) of this report on the Takoma Park and Howard County programs, case studies about composting at the Four Seasons Hotel in Philadelphia and Hillsboro, Oregon, and a New York Times article on plans by New York City to begin a residential food composting program.

**D. Increasing the amount of fresh produce that is provided to emergency food providers and improving nutrition of County residents.**

In the Interim Report, the Work Group said that prioritizing healthy food should be a part of food recovery. While the Work Group does not recommend excluding any type of food from food recovery, an effort will be placed on increasing the nutritional value of emergency food, nutrition education, and information on the preparation of meals made with fresh foods.

The Work Group received information from the Food Council's Food Access Work Group and met with additional representatives from the Food Council at its June 27, 2013 meeting (several members of the Food Council serve on the Work Group.) At that meeting, the Work Group learned about the main efforts of the Food Council that include: Food Access, Healthy Eating, School and Youth Gardens, and Land Use,

Zoning & Planning. The Work Group and the Food Council discussed what the longer-term role for the Food Council might be in the food recovery effort.

The Work Group recommends that the FY 2014 funds provided by the County Council be targeted to food recovery and expects that food recovery will increase the amount of fresh produce that is provided to emergency food providers. There is also a natural alliance between food recovery and the Food Council's vision to cultivate "a vibrant food system that consciously produces, distributes, and recycles food making it accessible to all citizens while promoting the health of the local food economy, its consumers, and the environment" that should continue as the food recovery system is implemented.

The Work Group recommends that the County Council seek updates and recommendations on: (1) the results of efforts to freeze or preserve fresh foods so that they are available to emergency food providers throughout the year, (2) the development of commercial kitchen resources both for food recovery and expanding locally produced food (commercial kitchens can allow recovery of less-than-perfect food, such as tomatoes for use in sauce or small or bruised vegetables that can be cut and frozen), (3) the potential for restaurants to donate a "closed day" where staff and facilities could be used while the restaurant is closed, (4) collaboration with schools to use staff and kitchens for training and nutrition education, and, (5) providing nutrition and cooking classes in expanded settings throughout the County. In addition, the Work Group recommends the County Council look at the cost effectiveness and potential for the low cost purchase (10 to 15 cents per pound) of produce from farm markets to both increase fresh foods to those in need and provide support to local farmers.

Appendix 6 (pages A73-102) of this report includes slides from the Food Council's presentation "What Do We Know About MoCo's Food System?" which was presented at a community meeting and provided to the Work Group. It also includes a series of maps that were produced by John's Hopkins' Center for a Livable Future. The maps include such data points as emergency food programs and food store locations. The Food Council's Food Access Committee's goal is to "increase access to locally produced, healthy food among county residents, especially communities with limited access over the next six years." The Food Access Committee believes it is getting close to identifying specific pockets of people in need and expects to use surveys and other tools to create strategies to address specific nutritional needs and obstacles to access.

Wednesday, February 26, 2014

To: Isiah Leggett, County Executive

From: The Montgomery County  
Food Council (MCFC)  
and Stakeholders



**Montgomery County  
Food Council**  
[www.mocofoodcouncil.org](http://www.mocofoodcouncil.org)

Subject: Kitchen Incubator in  
Montgomery County

**Purpose:**

The purpose of this letter is to express our support for the County's investment in the establishment of a kitchen incubator in the County, which would support food service start-up businesses.

**Background:**

Presently, there is a lack of commercial grade, licensed, shared kitchen space in Montgomery County. Research conducted last summer by the Montgomery County Innovation Program found no viable shared-use kitchen spaces open to the public for entrepreneurial endeavors. Although a handful of private facilities exist in churches and businesses, none have all the services or sufficient scale of a true incubator. However, these smaller facilities will remain important players in a broad network of support for emerging food businesses. A good local example of a kitchen incubator is Union Kitchen in the District of Columbia. Union Kitchen houses over 50 local food entrepreneurs in its 7,300 square foot warehouse and has approximately 200 more on a waiting list. We feel this information, along with our understanding of the food economy in Montgomery County, demonstrates a clear need to create a kitchen incubator in Montgomery County.

**Proposed Structure:**

We support a kitchen incubator that:

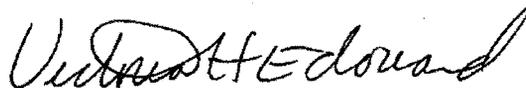
- Has the proper licensure and inspections. All products not included under the Maryland Cottage Food Law must be made and stored in commercial kitchens and can only be taken out of the space in order to be sold.
- Provides consistent and reliable programs. Food service start-up businesses are more likely to succeed if entrepreneurs are introduced to all the facets that comprise a business. Services include: business counseling and planning, introduction to branding and marketing, financial mentoring, networking opportunities, technical assistance and training.

- Acts as a true incubator. The kitchen incubator would allow businesses to utilize the facility for a set period of time before being expected to graduate; in this manner more businesses have an opportunity to access the program.
- Acts as the focus point for partnerships with existing stakeholders in the food economy. Organizations such as Montgomery College and the Universities at Shady Grove already offer courses required to operate a food business. Empowered Women International and the Maryland Women's Business Center currently offer business, finance and marketing training. The Montgomery County Pre-Release Center offers employment and re-entry services. Programs like these should be partners in the creation and stewardship of the incubator.
- Provides opportunities for vulnerable populations. In becoming the most welcoming community in America, Montgomery County should look for ways to engage immigrants, at-risk youth, and other populations who are seeking a career in the culinary arts or food service industry.
- Expands into a network of varied kitchen spaces equipped for various food service functions and serving different geographic locations as demand grows. For example a catering or restaurant kitchen requires different facilities than a food-processing kitchen. Participants would be best served near the communities where they live.

MCFC and those who have signed onto this letter feel this worthy initiative should move forward with your leadership and a modest initial investment from the County. We understand that your Department of Economic Development and Innovation Program are currently studying this concept. We ask that you continue to support their work through funding for technical assistance.

MCFC and the organizations that have signed onto this letter thank you for your time and look forward to working with you in the future.

Sincerely,



Victoria Heisler Edouard  
Co-Chair, Montgomery County Food Council

The content of this letter is endorsed by the individuals and institutions listed below:

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Montgomery	
Countryside Alliance	Caroline Taylor, Executive Director
Bethesda Green	Dave Feldman, Executive Director
Green Wheaton	Wendy Howard, Executive Director
Silver Spring Green	John Brill, Executive Director
Community Vision Program	
for Interfaith Works	Sandra Miller, Administrative Coordinator
Manna Food Center	Jackie DeCarlo, Executive Director
Nourish Now	Brett Meyer, Executive Director
Silver Spring United	
Methodist Church	Reverend Rachel Cornwell, Lead Pastor
Takoma Park	
Presbyterian Church	
Community Kitchen	Pastor Mark Greiner, Pastor
FRESHFARM Markets	Reg Godin, Director Market & Programs
Olney Farmers & Artists	
Market	Janet Terry, Founder & President
Montgomery County	
Food Truck Association	Missy Carr, Director
Button Farm Living History	
Center	Tony Cohen, Executive Director
Sandy Spring Friends School	
Community Farm	Joe Heathcock, Farm Manager
Empowered Women	
International	Diane Lorenz, Chair Board of Directors
Real Food for Kids	
Montgomery County	Lindsey Parsons and Karen Devitt, Co-chairs
Through the Kitchen Door	Dan Nachtigal, Founder and Director
UMD Eastern Shore at USC	Susan Callahan, Chef Instructor
Young Chefs, Inc.	Sheila Crye, Executive Director
Ricciuti's Restaurant	James Ricciuti, Restaurateur
Yamas Mediterranean Grill	Tony Alexis, Restaurateur
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Full Plate Ventures,	
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Putting Stock in Your	
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