



ARLINGTON COUNTY

FOOD SECURITY

STRATEGIC PLAN

October 2022



**ARLINGTON
VIRGINIA**

Human Services



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EXECUTIVE SUMMARY

Food insecurity affects at least 7.1% of residents in Arlington according to recent estimates. This means that over 16,670 of our neighbors are uncertain of having, or unable to acquire, enough food for all members of their households at some point during a year.

Food insecurity rates within Arlington vary significantly. Who you are and where you live affects your ability to find and afford healthy food for your family. The highest rates of food insecurity are found in the Glencarlyn neighborhood at 14.6% and Buckingham/Ashton Heights neighborhoods at 14.5%, compared with

other parts of Arlington with nearly 0% food insecurity.¹ Black and Hispanic Arlington residents access charitable and government food resources at significantly disproportionate rates to their share of the population.²

The level of food insecurity and its disparities affect the health and well-being of Arlington residents and cannot be left to continue unchecked. Food insecurity is associated with chronic diseases, cognitive deficits, stress, and mental health challenges.

What are the factors that contribute to food insecurity? Structural inequities, low

wages, and an extremely high cost of living in Arlington prevent many residents from thriving economically. This forces them to live paycheck to paycheck and to make difficult choices between paying rent, paying bills and buying the food that they need.

The good news is that Arlington County Government, Arlington's non-profit and faith organizations, and Arlington Public Schools (APS) are committed to ensuring that all populations have access to the resources and opportunities that they need to thrive. Much good work is being done to this end, and more can be done.



For some Arlington residents, supports such as the Supplemental Nutrition Assistance Program (SNAP), the Special Supplemental Nutrition Program for Women, Infants, and Children (WIC) and food pantries provide enough food to feed their families. However, for others, barriers such as conflicting schedules, lack of transportation, strict program requirements and low-income limits, or pride and fear make access to enough food more difficult. Additionally, the Covid-19 pandemic and subsequent

inflation have increased the fragility of the budgets of those living paycheck to paycheck. More so than ever before, these individuals and families are leaning on public assistance benefits, food pantries, and meal programs to provide nutritious foods for their families.

Spurred to action by Covid-19, Arlington County formed a Food Security Task Force in 2021, with the goals of identifying current needs and gaps in existing services and developing a strategic plan to guide action in the coming

years. This is Arlington's first strategic plan related to improving food security. It reflects a concerted effort to ensure that investments and efforts are coordinated to meet the community's food needs. The DHS Food Security Coordinator will oversee implementation of this plan through coordination with Arlington's food assistance providers. The plan is intended to help Arlington address current challenges and be prepared to confront those that will affect food security in the future.

This strategic plan includes 28 strategies grouped into five categories.

The strategies for each category are designed to help meet the corresponding objective listed below. The implementation of these strategies will take place over the course of three years, after which a new plan will be developed.

CATEGORY	OBJECTIVE
Systemic Change	Implement policies and processes to reduce structural inequities that perpetuate food insecurity and health disparities within the community.
Food Access	Increase availability of affordable and free food through retail, school, and charitable partners.
Outreach & Education	Improve access to information about available resources and build knowledge for increased nutrition security.
Capacity Building	Strengthen food assistance providers' ability to best address the needs of those accessing their services.
Informed Decision Making	Leverage data, collaborations, and participant feedback to monitor the needs, progress, and evolution of food security in Arlington.

STRATEGIC RECOMMENDATIONS



Systemic Change

- 1.1. Advocate for federal, state, and local policies that reduce food insecurity and support efforts promoting inclusive economic opportunity.
- 1.2. Improve nutrition equity by working to eliminate, reduce, and prevent disparities in food security policies, procedures, and practices to ensure that all those in need of food assistance receive the support they need.
- 1.3. Support the development of a standardized process for county funding to support food security efforts.



Food Access

- 2.1. Enhance school-based supplemental food offerings, including food pantries, in-school snacks, and weekend food support.
- 2.2. Establish new charitable food distributions in neighborhoods with unmet need.
- 2.3. Increase capacity to deliver charitable food to those unable to access available resources.
- 2.4. Establish a WIC clinic on the western side of the county.
- 2.5. Increase food rescue & redistribution operations.
- 2.6. Implement incentives and other supports to bring and preserve affordable and ethnically relevant retail grocery options to Arlington.
- 2.7. Pilot universal free breakfast and/or lunch at select schools with high percentages of low-income students.
- 2.8. Support the expansion of local and regional pilot programs offering discounted public transit fares to low-income individuals and students.



Outreach & Education

- 3.1. Promote food assistance resources and assist residents with enrolling in programs for which they may be eligible.
- 3.2. Diversify the ways that DHS shares information and engages with the community.
- 3.3. Increase presence of DHS staff at food distribution locations to facilitate access to DHS services.
- 3.4. Implement a coordinated SNAP outreach campaign.
- 3.5. Increase nutrition education opportunities for residents of all ages.
- 3.6. Partner with resident community leaders to share information about resources in key languages and provide compensation for their work.



Capacity Building

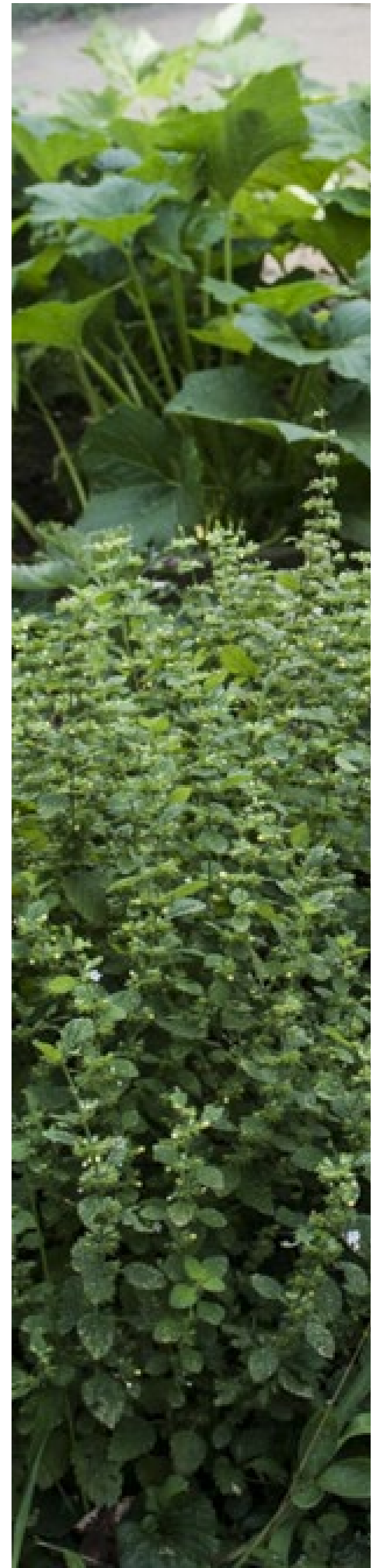
- 4.1. Develop training materials to inform social services staff and volunteers about food assistance programs, specifically SNAP and WIC, and help residents apply.
- 4.2. Provide trauma informed care training for staff & volunteers working with food insecure residents.
- 4.3. Create a cultural foods guide for charitable food providers with partners from the region.
- 4.4. Increase the capacity to share locally-grown produce from gardeners and farms with food pantries through expanded donation processing infrastructure.
- 4.5. Increase capacity within the DHS Customer Service Center to continue to meet expanded requests for service.
- 4.6. Collaborate with APS through its forums to review existing programs and practices and address food equity.



Informed Decision-Making

- 5.1. Create a food security coalition to oversee the implementation of this strategic plan, continue to monitor needs, and periodically reassess priorities.
- 5.2. Create channels for food assistance participant feedback allowing for varied levels of engagement.
- 5.3. Collect data from food assistance organizations that provides information about usage trends and services provided.
- 5.4. Publish and annually update a food security dashboard showing progress towards strategic plan implementation and food assistance program trends.
- 5.5. Establish a food security Performance Measurement Plan to track achievement of DHS food security goals.

These strategies, developed by the Food Security Task Force, address the gaps and barriers that residents face when accessing the food they need, improve the experience of accessing food assistance, and help those providing assistance to improve their coordination and service delivery.





WHY FOCUS ON FOOD INSECURITY?

Arlington has over 16,670 residents³ who struggle with food insecurity.⁴ Every week they work through the puzzle of how to feed their families nutritiously. More needs to be done to ensure all Arlington residents have access to healthy food and food assistance programs. The goal of this food security strategic plan is to ensure that all Arlington residents are food secure, having access “at all times to enough food for an active, healthy life.”⁵

Estimates of food insecurity vary widely, especially in recent years. Feeding America’s Map the Meal Gap analysis for 2020, shows that **7.1% of Arlington residents, or 16,670 individuals, experienced food insecurity.**⁶ The Urban Institute mapped food insecurity at a more granular level in Arlington. Disparities in food insecurity rates across Arlington are significant, ranging from a high of 14.6% along the west end of Columbia Pike, to 0.0% in other neighborhoods.⁷ A 2022 report by the Capital Area Food Bank, based on resident surveys in early 2022, estimates food insecurity rates for Arlington at 21% or 49,182 residents.⁸

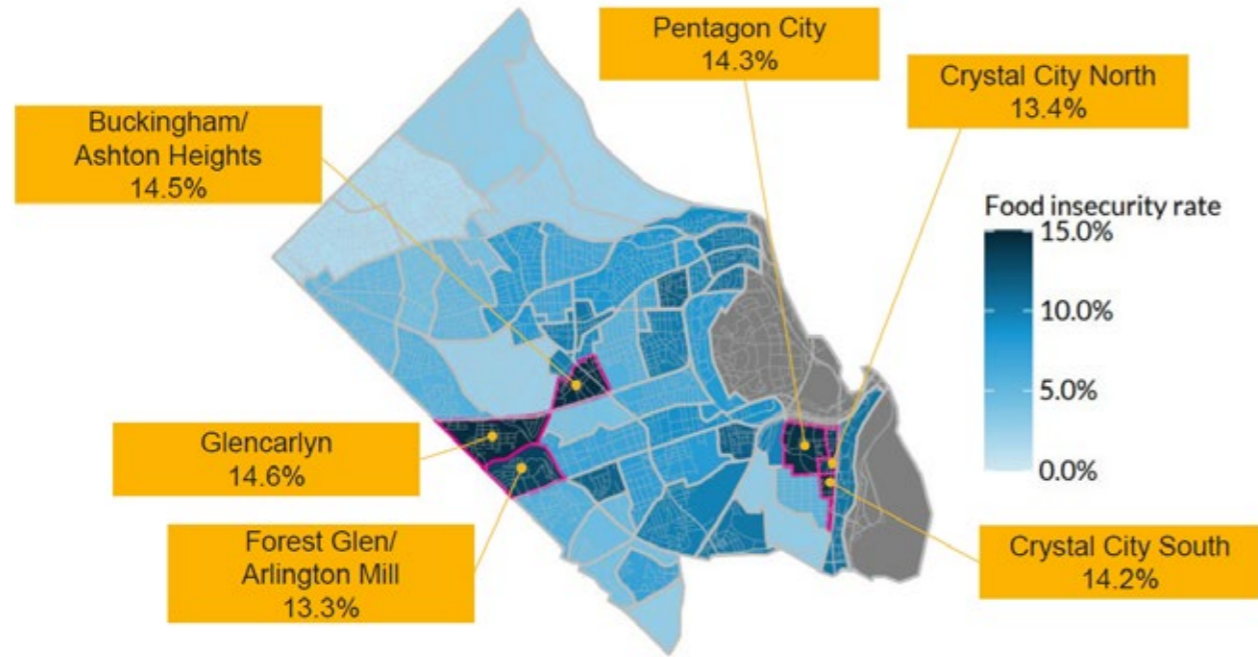
As with other measures of health such as life expectancy,⁹ for food security, who you are and where you live makes a big difference. Arlington data about the use of government and charitable food assistance shows that Black and Hispanic residents access these programs at significantly higher rates compared with the overall population. **As of June 2022, nearly 40% of SNAP participants and 20% of AFAC participants were Black compared to 9% of the overall population. 53% of AFAC clients identify as Hispanic or Latino, where only 16% of the overall Arlington population is Hispanic/Latino.**¹⁰

Food insecurity can have significant effects on individuals throughout a lifetime – from birth and infancy, to childhood, adulthood, and senior adulthood. It has been associated with behavioral issues, cognitive deficits, and poorer health outcomes in children, particularly children of color and those from low-income households.¹¹

For adults, food insecurity, specifically having limited access to affordable healthy choices, is associated with higher rates of chronic diseases, such as diabetes and hypertension.¹² In addition, stress and mental health issues can be higher for those who are food insecure.



FOOD INSECURITY RATES AMONG THE TOP SIX CENSUS TRACTS IN ARLINGTON COUNTY



Sources: Estimated food insecurity rates were provided by Craig Gundersen, PhD, advisor to this project and lead researcher on "Map the Meal Gap," Feeding America, accessed March 14, 2022, <https://map.feedingamerica.org/county/2019/overall/virginia/county/arlinton>. Data used to estimate food insecurity rates were sourced from the 2019 American Community Survey five-year estimates. Notes: We gray out 2 of the 59 tracts defined in the 2019 ACS estimates. Tract 510139801 is largely covered by the Arlington Cemetery and tract 510139802 by the DCA International Airport. Tracts outlined in magenta represent tracts with high estimated food insecurity rates.

URBAN INSTITUTE



"Food security has long been an issue in Arlington, and programs like SNAP, Meals on Wheels, Free and Reduced Meals through Arlington Public Schools, and the Arlington Food Assistance Center have done a great job helping meet the needs of thousands of Arlington households," said **Department of Human Services Director Anita Friedman**. "However, the weight of the pandemic has been heaviest on our historically disadvantaged BIPOC households – both from a health standpoint and from a financial standpoint. **Our goal with food security, and really with all aspects of economic well-being, is to have equitable access to the resources and opportunities needed for every community member to be healthy, safe, and economically secure.**"

WHAT CAUSES FOOD INSECURITY?

Food insecurity does not exist in a vacuum; it is a symptom of larger systemic issues. In Arlington, 6,962 households (6.2%) live below the poverty level.¹³ These families, and many more who are low-income, struggle to pay for housing, transportation, medicine, and food. For many, their wages are simply not enough to adequately provide for their families.

Virginia's minimum wage in 2022 is \$11/hour after being raised in 2021 for the first time in over a decade.¹⁴

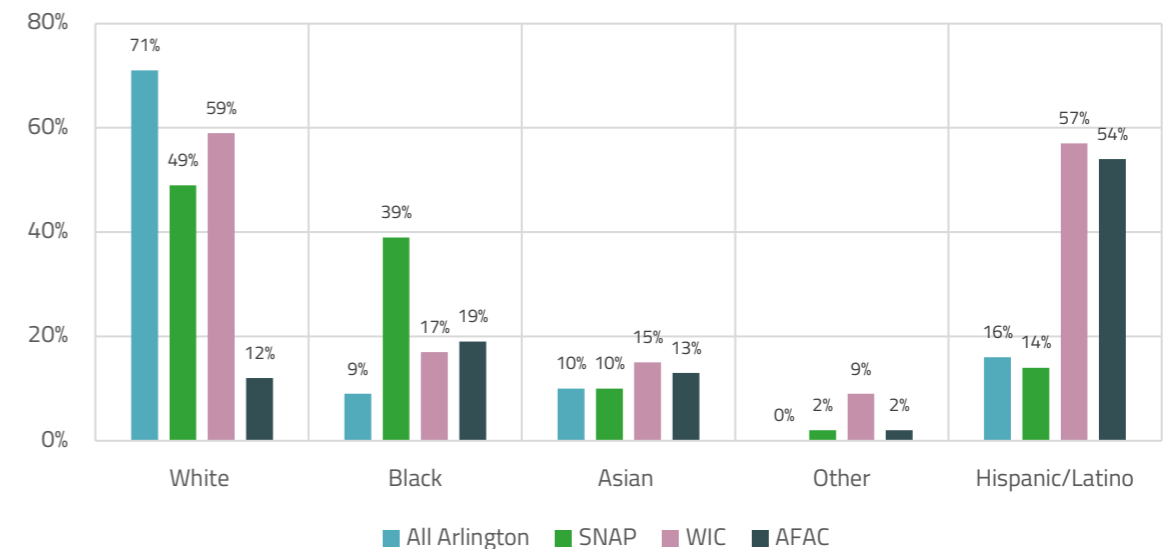
The cost of living in Arlington is extremely high. Approximately **39% of households in Arlington are rent burdened**, spending more than 30% of their incomes on rent.¹⁵

Costs of goods have increased significantly across the country as inflation has risen. The Consumer Price Index measures inflation and has regionally adjusted measures for specific categories of goods. In the DC metro region, **inflation for "food at home" items showed a 12.4% increase from July 2021 – July 2022**, which is the highest rate of increase since the measure began in 2018.¹⁶

From 2020 through 2022, the Covid-19 pandemic has exacerbated these root causes of food insecurity with many in Arlington losing work, having their working hours reduced, or staying home with children during virtual learning in public schools and daycare closures. Many of those who could support themselves pre-pandemic sought out government and charitable benefits for the first time, while many occasional users of services became frequent customers. The pandemic's impact on Black, indigenous, and people of color (BIPOC) households was much worse than on White and Asian households. For example, Black residents represented 28% of unemployment claims in Arlington from March 2020-2021, while representing only 8% of the workforce.¹⁷

The goal of this strategic plan is to have a food security system in Arlington that works collaboratively to reduce disparities in food insecurity and strives toward food security for all residents.

RACE & ETHNICITY IN FOOD ASSISTANCE 2020



Hispanic/Latino values are duplicated for All Arlington, SNAP and WIC.

DEVELOPING A FOOD SECURITY STRATEGIC PLAN

At the onset of the Covid-19 pandemic, Arlington County Government enlisted the expertise of food assistance providers and community organizers to create the Cooperative for a Hunger Free Arlington. This group worked together with existing providers to coordinate the response to increased food security needs due to quarantines, unemployment, and other economic burdens. The Cooperative concluded that given the impact of food insecurity and the importance of a coordinated response during the pandemic and beyond, Arlington County Government should create a full-time position to coordinate this work.

In mid-2020, as food assistance needs continued to rise, the Arlington County Board approved the creation of a Food Security Coordinator position within the Department of Human Services to take on responsibility for these efforts, including creating a Food Security Task Force. The task force included 28 community members and leaders active in food security work. Its directive was to conduct a needs assessment and develop a food security strategic plan. A list of Task Force members who worked over 18 months to conduct research and develop this plan is included in the appendix to this report. The Task Force created a vision and mission for its work that extends to this strategic plan, **seen below:**

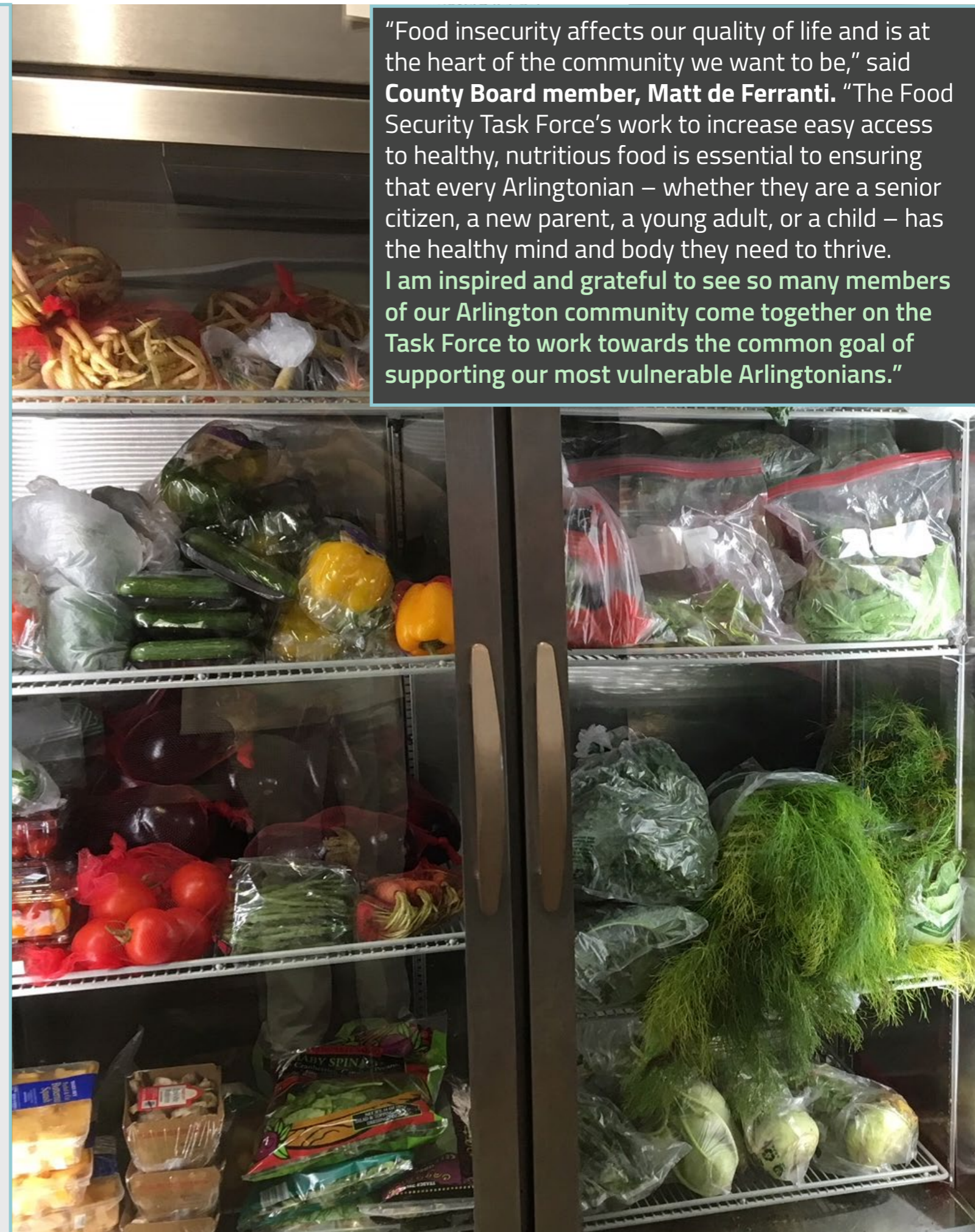
VISION: A community where all have enough healthy food to feed themselves and their families.

MISSION: To create an interconnected food security system in Arlington that works together to meet its residents' need to feed themselves and their families healthy and culturally appropriate food, in an affordable and dignified manner.

Together, the Task Force researched food security efforts, barriers to accessing services, best practices from other communities, data collection and reporting, and outreach opportunities. Task Force members benefited from the opportunity to collaborate on programming and outreach efforts in order to best serve program participants and to engage those not currently enrolled. In addition, the Task Force partnered with The Urban Institute to conduct a food security study in Arlington in 2021 and early 2022. This study included data analysis on food insecurity rates by census tract, transportation analysis regarding access to charitable food and retail grocery establishments, and a population survey of four targeted census tracts. This survey included a USDA food insecurity assessment tool and other questions about food choices and preferences, economic hardship, and usage of charitable food resources. The report was published in March 2022 and can be found [on the Task Force's website](#).

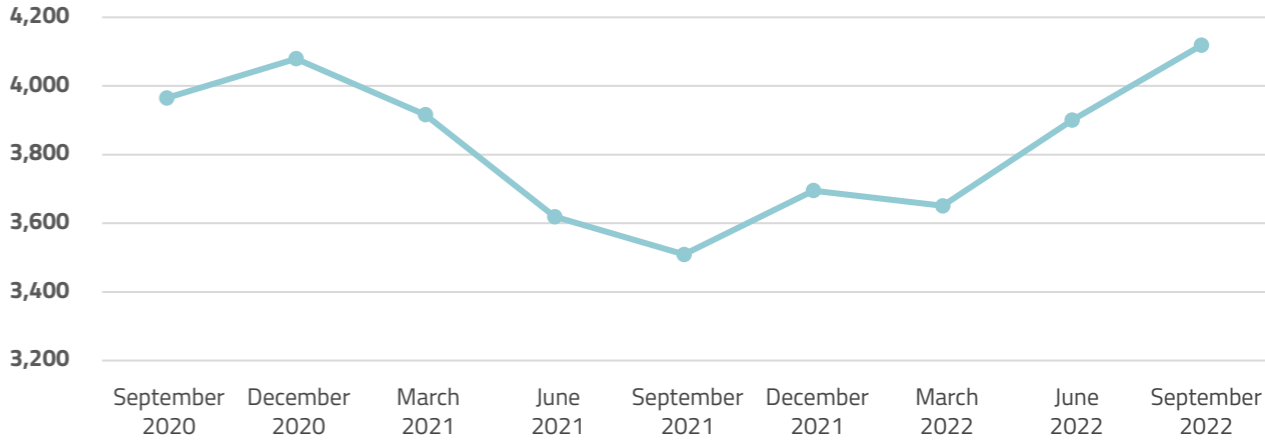
Incorporating the lived experience of residents facing food insecurity was a core component of the Food Security Task Force. Food insecure residents served as members of the Task Force, contributed to the Urban Institute's survey and follow up interviews, and participated in focus groups throughout the development of this Strategic Plan.

"Food insecurity affects our quality of life and is at the heart of the community we want to be," said **County Board member, Matt de Ferranti**. "The Food Security Task Force's work to increase easy access to healthy, nutritious food is essential to ensuring that every Arlingtonian – whether they are a senior citizen, a new parent, a young adult, or a child – has the healthy mind and body they need to thrive. I am inspired and grateful to see so many members of our Arlington community come together on the Task Force to work towards the common goal of supporting our most vulnerable Arlingtonians."





AFAC HOUSEHOLDS SERVED QUARTERLY FY21-23



HIGH LEVELS OF NEED CONTINUE

Food insecurity was high and was a priority concern for many pre-pandemic. During the Covid-19 pandemic food security needs in Arlington grew to a peak in late 2020 and then receded as the economy appeared to recover. However, in early 2022, as gas prices rose to nearly \$5 per gallon and inflation, specifically for grocery items, rose to 40-year highs, the number of households reaching out for food assistance rose again. A resident in a focus group said, “Everything is three times as expensive now. First I have to pay the rent and then the lights, and then there’s often not enough left for food.”

AFAC serves approximately 2,400 households each week, making up for about 2/3 of the residents it serves each quarter. Between July and September 2022, 4,118 households received food assistance through their programs, more than in Fall of 2020.¹⁸ While the publicity around the intensity of need that was prevalent in 2020 has dissipated, the magnitude of need remains unchanged. Further, with the added costs from inflation, charitable food providers are spending more to acquire the food they need to feed their clientele.

Charlie Meng, CEO of AFAC, adds that “This report clearly demonstrates the continuing need in our community - one of the richest in the nation - to address food insecurity. **While inflation hurts us all, it sets back the families who come to AFAC even more.** Our clients are still recovering from job losses from the pandemic and now face the additional burdens of soaring food and gas prices. Our families are already striving to make for themselves and their children a better life. **Inflation means they must work even harder just to stay level and many cannot stay level.** It also means that they will continue to come to our doors for help long into the future. The work of the Task Force and that of the Urban Institute is a clear call for more help from the County and the community to support those most in need among us.”

AMBITIOUS AND ACHIEVABLE

This is the county's first food security strategic plan. The Food Security Task Force aimed to be ambitious and achievable. The strategies included in this plan were identified as having a meaningful impact on food security or would ease the pressure points that residents face when accessing services. Many communities establish food system plans to look at the entire food system, which includes production, processing, manufacturing, as well as distribution and consumption. For this plan, the Task Force focused on those items that most closely impact the daily lives of low-income residents. In the future, other components of the food system may stand out as well as priority needs. The strategies included in this plan align closely with the [White House's National Strategy on Hunger, Nutrition, and Health](#), which was released in September 2022.

This plan contains 28 strategies that will move Arlington toward reducing food insecurity and improving the user experience in accessing support services during the next three years. The strategies are grouped into five categories: systemic change, food access, outreach and education, capacity building, and informed decision making. The DHS Food Security Coordinator will drive implementation of this plan through coordination with programs within DHS, other departments of Arlington County government, Arlington Public Schools, and community organizations. For many of the strategies, DHS is the lead partner

Systemic change work occurring over the course of the entire plan

3 strategies

Year 1 – Fiscal Year 2023 – July 2022 through June 2023

9 strategies

Year 2 – Fiscal Year 2024 – July 2023 through June 2024

11 strategies

Year 3 – Fiscal Year 2025 – July 2024 through June 2025

5 strategies

and expenditures required to implement these strategies will be funded as part of the DHS budget. Strategies led by community stakeholders will be funded in a variety of ways including internally and through supports from county and grant funding.

Each of these strategies has been researched and preliminary planning for implementation has begun. Food insecurity is not static. Its impact changes based on factors such as disease, the economy, and availability of resources. Therefore, these strategies will evolve. An important part of this Strategic Plan is the creation of a Food Security Coalition to work with the Food Security Coordinator to continue to address food insecurity in Arlington and to residents' changing needs.



SYSTEMIC CHANGE



GOAL

Implement policies and processes to reduce structural inequities that perpetuate food insecurity and health disparities within the community.

BACKGROUND

Systemic change influences a community in the current moment and long into the future. It is not easy to achieve but can have significant impact. For food security, the Task Force recommendations for systemic change address economic opportunity, food security disparities, and Arlington County funding for food security efforts.



SYSTEMIC CHANGE STRATEGIES

- 1.1 Advocate for federal, state, and local policies that reduce food insecurity and support efforts promoting inclusive economic opportunity.
- 1.2 Improve nutrition equity by working to eliminate, reduce, and prevent disparities in food security policies, procedures, and practices to ensure that all those in need of food assistance receive the support they need.
- 1.3 Support the development of a standardized process for county funding to support food security efforts.

SYSTEMIC CHANGE 1.1

Advocate for federal, state, and local policies that reduce food insecurity and support efforts promoting inclusive economic opportunity.

DESCRIPTION

Advocate for improving federal food security programming through the Farm Bill, Child Nutrition Reauthorization, and other legislation. In addition, improve the statewide food security landscape by working with the Virginia General Assembly and Virginia Departments of Social Services, Health, and Education to implement more effective local policies. Support broader economic development efforts that would reduce food insecurity, such as incentivizing employers to provide a livable wage and benefits to employees. Partner with Arlington County Government's legislative team and other community organizations to advocate for these priorities at various levels of government.

RATIONALE

Systemic change will have an impact on those experiencing food insecurity now and in the future. To lift households out of poverty and reduce food insecurity, incomes need to be raised through higher wages, benefits, or other supports. One-time efforts help in the moment, while systemic change solidifies these efforts for those in need in the future.

TIMING

All

MEASURABLE INDICATOR

- Number of advocacy activities
- Policy changes implemented

LEAD ORGANIZATION

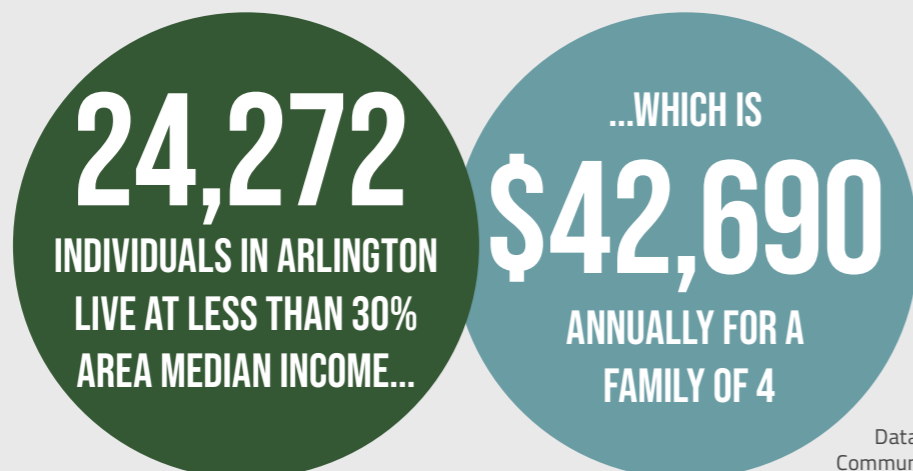
All

EXPENDITURES

None/minimal

POTENTIAL PARTNERS

All organizations and individuals working towards improving food security



SYSTEMIC CHANGE 1.2

Improve nutrition equity by working to eliminate, reduce, and prevent disparities in food security policies, procedures, and practices to ensure that all those in need of food assistance receive the support they need.

DESCRIPTION

All Arlington organizations addressing food and nutrition security will analyze their policies, practices, and services to identify areas for improvement in serving all residents. Wherever possible, this will include disaggregating data by race and ethnicity. They will then develop solutions and implement changes that focus on better serving residents, especially those who are underserved by existing programming. The following equity questions will be used: who benefits, who is burdened, who is missing, how do we know, and what are we doing about it?

RATIONALE

An important component to improving food security in Arlington is understanding who is missing or is not being served through current services. Those residents who don't engage with existing support services are often overlooked in an analysis of need.

TIMING

All

MEASURABLE INDICATOR

Number of policy or procedure changes/updates

LEAD ORGANIZATION

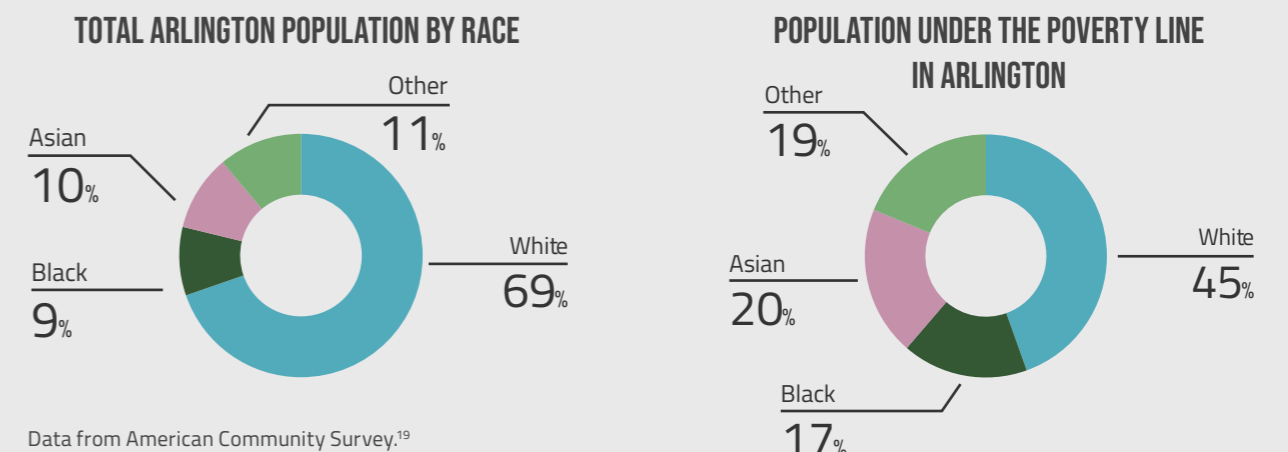
All

EXPENDITURES

None/minimal

POTENTIAL PARTNERS

All organizations and individuals working towards improving food security



SYSTEMIC CHANGE 1.3

Support the development of a standardized process for county funding to support food security efforts.



DESCRIPTION

The Department of Human Services will seek funding for food security efforts through its annual budget process. Organizations will apply for this funding through a standardized process and awards will be granted based in part on their ability to address goals and strategies outlined in this and future strategic plans and measure performance. Non-profit organizations and County staff will continue to seek out grant funding to support activities.

RATIONALE

County support for existing efforts and innovative ideas will increase sustainability of programming to meet residents' needs. It will further reinforce the County's commitment to addressing food insecurity.

TIMING

All

LEAD ORGANIZATION

Arlington County Board

POTENTIAL PARTNERS

Department of Human Services

MEASURABLE INDICATOR

- Amount of money granted to food assistance providers
- Number of organizations funded

EXPENDITURES

Funding annually to support food security efforts related to this strategic plan and other emergent needs



FOOD ACCESS



GOAL

Increase availability of affordable and free food through retail, school, and charitable partners.

BACKGROUND

Many food insecure households access multiple food assistance programs to provide the amount and kinds of foods they need and prefer. Even then, many barriers exist to accessing government and charitable food resources. These include:

- Fear of using government programs;
- Lack of transportation;
- Food pantry hours;
- Difficulty in completing applications for food resources;
- Lack of awareness of charitable food resources;
- Eligibility limitations, such as excluding undocumented individuals from SNAP.

The food access strategies outlined below would make more options available to Arlington residents by reducing barriers that keep people from accessing resources. These strategies recognize that most people prefer to select and purchase their own groceries. It allows the opportunity to choose the foods that work best for their family's diets and preferences. These preferences can be based on cultural preferences, health-related dietary restrictions, cooking ability, time constraints and taste.

In addition, these strategies focus on getting food resources to locations with unmet need, providing more delivery of food to those who need it, expanding school-based efforts, addressing transit issues, and expanding food rescue/recovery efforts.



FOOD ACCESS STRATEGIES

YEAR 1:

- 2.1 | Enhance school-based supplemental food offerings, including food pantries, in-school snacks, and weekend food support.

YEAR 2:

- 2.2 | Establish new charitable food distributions in neighborhoods with unmet need.

- 2.3 | Increase capacity to deliver charitable food to those unable to access available resources.

- 2.4 | Establish a WIC clinic on the western side of the county.

- 2.5 | Increase food rescue & redistribution operations.

YEAR 3:

- 2.6 | Implement incentives and other supports to bring and preserve affordable and ethnically relevant retail grocery options to Arlington.

- 2.7 | Pilot universal free breakfast and/or lunch at select schools with high percentages of low-income students.

- 2.8 | Support the expansion of local and regional pilot programs offering discounted public transit fares to low-income individuals and students.

FOOD ACCESS 2.1

Enhance school-based supplemental food offerings, including food pantries, in-school snacks, and weekend food support.

DESCRIPTION

APS staff, school PTAs, and community leaders will work with non-profit organizations and corporate partners to address student hunger during and after the school day, while encouraging the use of school meals and other family supports. Seed funding from Amazon will support the expansion of Food for Neighbors into Arlington to support middle and high schools and create a morning snack program at Abingdon Elementary School. The Food Security Coordinator and the APS Office of Student Services will work together to develop partnerships to support additional schools and develop a more systemic approach to serve students regardless of which school they attend.

RATIONALE

Food insecurity is linked with academic and social struggles in children due to an increased difficulty focusing and other effects.²⁰ The APS Strategic Plan strategy to “establish and promote a culture of physical, social, emotional, and mental health wellness” supports the need to ensure that all students have enough to eat so they are ready to learn.²¹

Students who rely on free meals at school during the week, and those whose families make just too much to qualify, may not have food at home to keep them fed over the weekend until they return to school. In addition, school meals often aren't enough to satiate students' growing bodies. Supplying these schools with easy-to-eat food will help ensure that students are fed and ready to learn during the school day and over school breaks.

TIMING

Year 1

LEAD ORGANIZATION

Arlington Public Schools

POTENTIAL PARTNERS

Food for Neighbors, Amazon, School PTAs, Communities in Schools of Northern Virginia

MEASURABLE INDICATOR

- Number of schools offering supplemental food offerings for students and/or families
- Pounds of food provided for distribution
- Number of students receiving food

EXPENDITURES

Shelving and storage containers, food





FOOD ACCESS 2.2

Establish new charitable food distributions in neighborhoods with unmet need.

DESCRIPTION

Identify neighborhoods and communities in Arlington with unmet food security needs using data from the Urban Institute report and an analysis of currently available services. Identify partner agencies and locations that could host food distributions in these neighborhoods. AFAC and other charitable food partners will explore data and resident feedback about need and barriers to accessing food and then pursue new community locations to address these needs.

RATIONALE

AFAC distributes groceries to roughly 1,200 families at 16 weekly hyper-local food distributions throughout Arlington. These distribution sites have already shown themselves to be a successful method for reducing barriers, which are largely transportation-related, including expensive gas or public transit fares, unsafe or long walk times with heavy grocery bags, and time-consuming commutes. Despite the availability of food distributions from AFAC and other food assistance providers, there remain communities in Arlington with unmet food security needs.

The Urban Institute's travel times to charitable food distributions analysis showed that low-income Asian households had significantly longer travel times to charitable food sites than Hispanic and Black households. The Urban Institute report revealed that Pentagon City and Crystal City have high rates of food insecurity and the only food assistance distribution in these areas is restricted to residents of an independent living facility for older adults.²²

TIMING

Year 2

LEAD ORGANIZATION

AFAC

POTENTIAL PARTNERS

Capital Area Food Bank, APAH, AHC, Wesley Housing, Arlington Parks & Recreation, social safety net organizations and other neighborhood organizations

MEASURABLE INDICATOR

- Number of households served
- Number of new food assistance distributions

EXPENDITURES

Food, staffing, gas

"IT CAN TAKE 45 MINUTES TO AN HOUR TO TAKE TWO BUSES FROM MY APARTMENT TO AFAC."

- RESIDENT

FOOD ACCESS 2.3

Increase capacity to deliver charitable food to those unable to access available resources.

DESCRIPTION

Build partnerships with organizations that offer delivery services and/or expand internal capacity with volunteer drivers to offer delivery to more residents who need food but are unable to access available resources.

RATIONALE

Homebound and mobility challenged residents cannot travel easily or transport their food home. Seniors and persons with a physical or mental disability and those with suppressed immune systems were challenged with getting groceries. Some depended on friends and family, but this option was not available to all homebound residents. AFAC serves approximately 120 of these households weekly with its delivery program, which began in 2020. Many other households would benefit from food delivery but currently do not meet requirements for existing programs. Having outreach workers available on a regular basis at various food access points would increase their reach and impact.

TIMING

Year 2

MEASURABLE INDICATOR

Number of home deliveries

LEAD ORGANIZATION

Northern Virginia Food Rescue, Door Dash

EXPENDITURES

Bags or boxes to package food

POTENTIAL PARTNERS

AFAC, Our Lady Queen of Peace, Arlington Bridge Builders, The Salvation Army Arlington Corps, Arlington Neighborhood Village, Volunteer Arlington



FOOD ACCESS 2.4

Establish a WIC clinic on the western side of the county.

DESCRIPTION

Pending approval from county leadership, open a WIC clinic at a county-owned facility on the west end of the county, possibly at Arlington Mill Community Center, that is open 1-2 days per week. This would take place after Virginia ends its Covid-19 public health emergency and WIC returns to in-person appointments.

RATIONALE

WIC serves a vulnerable population of infants, young children, pregnant and postpartum mothers with nutrition information and assistance. WIC standards require appointments every three to six months. Pre-pandemic, all WIC appointments were held at the DHS Sequoia building. During the Covid-19 pandemic, all appointments were held virtually, and participation in WIC increased by about 11%.²³ It can be difficult for families with young children to navigate a trip from the west end of the county to the DHS Sequoia building for appointments. Adding a clinic option at the Arlington Mill Community Center would reduce travel challenges for some residents and make the program more accessible to current and potential participants.

TIMING

Year 2

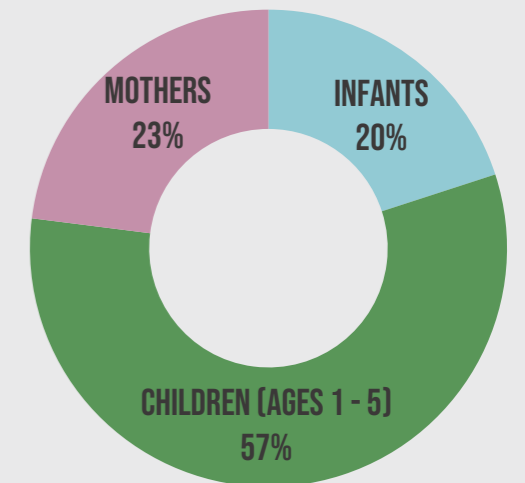
LEAD ORGANIZATION

DHS Public Health Division

POTENTIAL PARTNERS

Arlington Parks & Recreation

WIC PARTICIPANTS IN FY 2022



MEASURABLE INDICATOR

- Date clinic opens
- Number of appointments held at new location

EXPENDITURES

Clinic equipment, including scale, medical equipment, and decorations. Printing and postage for an announcement to current WIC clients

FOOD ACCESS 2.5

Increase food rescue & redistribution operations.

DESCRIPTION

Enhance food rescue operations in Arlington by recovering unused, safe food from schools, restaurants, farms, and other sites and redistributing it to those who can use it, including households living in affordable housing and independent living facilities.

RATIONALE

There is food waste in all aspects of the food system and matching excess food to users while it is still safe to consume is a challenge. AFAC, Capital Area Food Bank, and other food pantries have established relationships with grocers and some farmer's markets to rescue food they can no longer sell. There are further opportunities to rescue food from other sources, including restaurants, caterers, and hotels, and redistribute it to those who can use it.

LEAD ORGANIZATION

Northern Virginia Food Rescue, Food Rescue US-DC

TIMING

Year 2

MEASURABLE INDICATOR

- Pounds of food rescued
- Number of sources of rescued food

POTENTIAL PARTNERS

Arlington Chamber of Commerce, restaurants, hotels, shelters and affordable housing, Arlington Public Schools, Friends of Urban Agriculture, Virginia Cooperative Extension, Volunteer Arlington

EXPENDITURES

Family-sized containers to package food

MORE THAN 40% OF THE U.S. FOOD SUPPLY IS WASTED.²⁴



FOOD ACCESS 2.6

Implement incentives and other supports to bring and preserve affordable and ethnically relevant grocery options to Arlington.

DESCRIPTION

Incentives and supports for small-scale grocers, specialized ethnic grocers, and affordable grocery options to encourage them to establish or remain in Arlington, including tax breaks, peer support, and connections with the Arlington Economic Development and the Arlington Chamber of Commerce. Economic and business support would help these businesses thrive and remain in Arlington, providing Arlington residents with food that is affordable and relevant to their cultures. This process would begin with a landscape analysis of existing retail establishments and gaps in services.

RATIONALE

People generally prefer to purchase their own groceries as it provides individuals with the ability to choose food that they and their families would like to and need to eat. This means the ability to shop at stores that offer cultural foods which many immigrants in Arlington are familiar with from their native countries. It is important that these smaller neighborhood stores, and specifically, those that cater to certain ethnic groups, can afford to remain in Arlington.

TIMING

Year 3

LEAD ORGANIZATION

Arlington Economic Development

POTENTIAL PARTNERS

Arlington Chamber of Commerce, ECDC Enterprise Development Group, Latino Economic Development Center, Washington Area Community Investment Fund

MEASURABLE INDICATOR

Number of small grocers in Arlington

EXPENDITURES

Incentives, marketing to promote opportunities

“ALDI HAS LOTS OF THE FOODS THAT I’M LOOKING FOR AT A GOOD PRICE, AND GOING TO FOOD STAR IS COMFORTABLE TO ME BECAUSE THEY HAVE FOODS THAT I’M FAMILIAR WITH FROM MY COUNTRY.”
- RESIDENT





FOOD ACCESS 2.7

Pilot universal free breakfast and/or lunch at select schools with high percentages of low-income students.

DESCRIPTION

Provide free breakfasts to all students at schools that have moderately high poverty rates, but don't qualify for Community Eligibility Provision (CEP). Starting the day well fed will ensure students start the day ready to learn. Possible schools to target: Abingdon ES, Campbell ES, Hoffman-Boston ES, Kenmore MS. These schools have free and reduced-price meal enrollment rates of around 40% which would leave the remaining 60% of students' meals to be covered by this program. Expected utilization rates would be based on the 2021-22 school year when the Federal Government provided free school meals to all students.



RATIONALE

When students are hungry, they have difficulty focusing on learning. During the 2021-22 school year, USDA waivers permitted breakfast and lunch to be served for free to all students. There was a sharp increase that year in the number of students accessing free meals at schools that typically have high eligibility for free meals, compared with pre-pandemic levels. Five schools in Arlington participate in the Community Eligibility Provision (CEP), which provides free meals to all students. Other schools who have large populations of low-income students and who saw high usage of free meals during the 2021-22 school year would benefit from an expansion of free meals for all.

TIMING

Year 3

LEAD ORGANIZATION

Arlington Public Schools

POTENTIAL PARTNERS

No Kid Hungry

MEASURABLE INDICATOR

- Number of schools participating
- Number of breakfasts and lunches served

EXPENDITURES

Cost of meals

FOOD ACCESS 2.8

Support the expansion of local and regional pilot programs offering discounted public transit fares to low-income individuals and students.

DESCRIPTION

Develop a program that allows individuals receiving public assistance benefits (SNAP, TANF, Medicaid and possibly also AFAC) to receive discounted fares on Arlington Transit (ART) buses. Promote the new ART program, iRide, that allows all APS students to ride ART buses for free with a registered SmarTrip card. Work with WMATA and regional partners to pursue a region-wide low-income fare program that works on ART as well as on Metrobus and Metrorail, such as the one being piloted in DC.

RATIONALE

Transportation is one of the biggest barriers for low-income individuals, since many do not own a car and thus rely on public transit, bikes, and walking to get around and access the services they need. Transit fares financially impact low-income residents reliant on public transportation. This is especially important when gas prices increase, and more residents are unable to afford gas for a car.

TIMING

Year 3

MEASURABLE INDICATOR

Number of residents served through bus fare assistance program(s)

LEAD ORGANIZATION

Department of Environmental Services

POTENTIAL PARTNERS

WMATA, DHS Economic Independence Division, Arlington Public Schools

EXPENDITURES

Budgetary adjustments to reflect reduced income from fares

“TRANSPORTATION IS THE BIGGEST BARRIER KEEPING ME FROM GETTING TO THE GROCERY STORE OR TO AFAC. IT COSTS \$2 EACH WAY AND SOMETIMES I DON’T HAVE ANY MONEY, WHICH IS WHY I’M GOING TO AFAC.”
- RESIDENT



OUTREACH & EDUCATION



GOAL

Improve access to information about available resources and build knowledge that supports increased nutrition security.

BACKGROUND

Individuals and families cannot access food resources if they don't know about them. Barriers to learning about government and charitable food resources include:

- Language;
- Access to technology and technology skills;
- Lack of trust;
- Timing of the messaging; and
- Messaging that is not easy to comprehend.

The Urban Institute found in its food security study in Arlington that, of the food insecure individuals surveyed, only 40% knew where to access charitable food. In focus groups, the Food Security Task Force found that preferred forms of communication varied drastically by population. Older adults preferred to read flyers posted in their apartment building, at AFAC, or receive them in the mail. Younger adults preferred to receive information via text, WhatsApp or from a friend.²⁵ To ensure information about food resources is available to all who need help, Arlington County Government, Arlington Public Schools, non-profit organizations, and social service groups should adapt their messaging to overcome the barriers noted above.

Increased outreach efforts, including application assistance and addressing misinformation, along with increased access to food resources, will help to increase participation in government and charitable programs that are traditionally under enrolled, including SNAP and WIC. In Arlington in FY21, only 34% of people who were income-eligible were enrolled in SNAP.

People working low wage jobs often work long hours or multiple jobs, leaving less time to grocery shop and prepare meals. Several of the strategies in this category are designed to leverage partnerships to co-locate services or provide outreach where low-income households are already accessing services. This reduces the number of trips or activities someone must make to get the help they need, since those who need food assistance tend to need other supports as well.

OUTREACH & EDUCATION STRATEGIES

YEAR 1:

3.1 Promote food assistance resources and assist residents with enrolling in programs for which they may be eligible.

3.2 Diversify the ways that DHS shares information and engages with the community.

3.3 Increase presence of DHS staff at food distribution locations to facilitate access to DHS services.

YEAR 2:

3.4 Implement a coordinated SNAP outreach campaign.

3.5 Increase nutrition education opportunities for residents of all ages.

3.6 Partner with resident community leaders to share information about resources in key languages and provide compensation for their work.





OUTREACH & EDUCATION 3.1

Promote food assistance resources and assist residents with enrolling in programs for which they may be eligible.

DESCRIPTION

Leverage community resources including staff, volunteers, and translated materials to help residents understand available resources and assist families in enrolling as needed.

RATIONALE

Arlington has many food assistance resources available to its residents, thanks to non-profit organizations, schools, faith-based organizations, and government services. For many residents, learning about and understanding available services is complicated. Completing forms, understanding requirements, and finding the time to do so are challenging. For others, the information is not available in the language they speak. Volunteers and staff will expand outreach efforts to help those residents access services.

TIMING

Year 1

LEAD ORGANIZATION

Real Food for Kids

POTENTIAL PARTNERS

Department of Human Services, Arlington
Public Schools, No Kid Hungry, Virginia
Cooperative Extension

MEASURABLE INDICATOR

- Number of outreach activities
- Number of residents reached through outreach efforts

EXPENDITURES

Printing, postage for outreach mailings

“IT CAN BE SO HARD TO GET SERVICES. THERE IS SO MUCH PAPERWORK TO FILL OUT, AND THEY ASK YOU FOR MORE PAPERWORK FOR EACH DIFFERENT PROGRAM.”

- RESIDENT

OUTREACH & EDUCATION 3.2

Diversify the ways that DHS shares information with the community.

DESCRIPTION

Driven by input from the community on preferred communication methods, develop additional and alternative ways to get information about resources to residents. Some options include the ability to use WhatsApp to communicate with DHS, posting flyers in affordable housing complexes, mailing information directly to households, ability to text information to residents, an email newsletter to current participants in benefits programs, increased social media presence, bus ads, and magnets with the DHS call center phone numbers.



RATIONALE

For many residents, especially those new to Arlington, the biggest hurdle to getting the help they need is knowing what services are available and how to enroll. Using a variety of communications tools to distribute information is important to meet residents' varied preferences. Information needs to be readily available and regularly updated to ensure that it is accurate, complete, and accessible. Translating materials into various languages to target certain populations will be essential in ensuring these materials reach their intended audiences.

TIMING

Year 1

LEAD ORGANIZATION

Department of Human Services

POTENTIAL PARTNERS

Arlington County Communications & Public Engagement Team

MEASURABLE INDICATOR

- Number of different communications methods employed
- Number of calls/visits to the DHS Customer Service Center

EXPENDITURES

Printing, postage, ART bus ads, magnets, social media ads, translation expenses.

OUTREACH & EDUCATION 3.3

Increase presence of DHS staff at food distribution locations to facilitate access to DHS services.

DESCRIPTION

Build on existing DHS outreach efforts in the community, which help residents get and renew AFAC referrals, apply for assistance programs, and answer questions during food distributions at Arlington Mill Community Center, Gates of Ballston, and the independent living apartments for older adults. Explore additional opportunities to co-locate these services with other programming in the community.

RATIONALE

Finding time to access all the support services a household needs can be difficult, so providing opportunities when residents can complete multiple tasks at the same time and location is highly beneficial. Having an outreach worker present can make it easier to ask for information or assistance than having to make a phone call.

TIMING

Year 1

LEAD ORGANIZATION

Department of Human Services

POTENTIAL PARTNERS

AFAC, Our Lady Queen of Peace, Capital Area Food Bank, The Salvation Army Arlington Corps

MEASURABLE INDICATOR

- Number of residents assisted
- Percentage of inquiries successfully resolved

EXPENDITURES

Outreach supplies including a tent and mobile hotspot devices.

IN FY21, DHS COMMUNITY OUTREACH PROGRAM STAFF FULFILLED 5,043 INFORMATION AND REFERRAL REQUESTS, SERVING 2,468 INDIVIDUALS IN ARLINGTON.

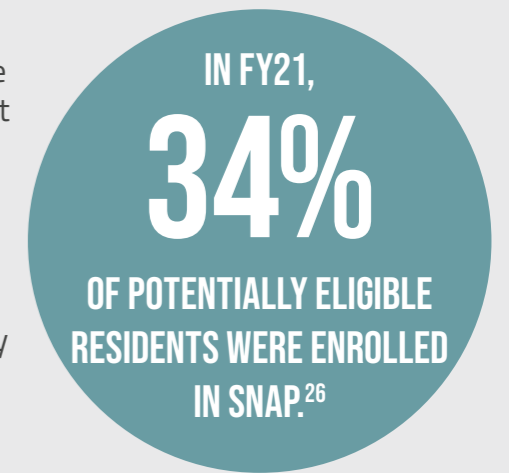


OUTREACH & EDUCATION 3.4

Implement a coordinated SNAP outreach campaign.

DESCRIPTION

Develop and implement a multi-faceted campaign to increase enrollment in SNAP by targeting outreach to those who may be eligible but are not enrolled. This could include SNAP enrollment clinics or outreach events at schools, affordable housing, and food assistance sites. Efforts to spread the word about SNAP could include ART bus advertisements, mailings to affordable housing residents, and signage at ethnic grocers. Cross-program coordination would promote SNAP through existing efforts supporting older adults, those with disabilities, formerly incarcerated individuals, individuals and families experiencing homelessness, and families enrolled in WIC.



RATIONALE

In Fiscal Year 2021, only 34% of potentially eligible residents were enrolled in SNAP. While many of those who are income-eligible are not able to enroll due to other eligibility requirements, there are many residents who are eligible and not enrolled. Misinformation about SNAP eligibility and fear of perceived repercussions of enrolling are rampant among the immigrant community. Recently expanded eligibility guidelines and a simplified process for older adults could make the program more accessible. Promoting both features could make households more likely to apply. An outreach effort that leverages trusted partners and expounds on the benefits of the program could help increase participation.

TIMING

Year 2

LEAD ORGANIZATION

Department of Human Services

POTENTIAL PARTNERS

Real Food For Kids, Virginia Poverty Law Center, Healthy Community Action Team (HCAT), Virginia Department of Social Services, Virginia Federation of Food Banks, Virginia Cooperative Extension

MEASURABLE INDICATOR

- Number of outreach activities
- Number of SNAP applications
- % of potentially eligible households enrolled

EXPENDITURES

Printing, postage, ART bus ads, social media ads, etc.

Increase nutrition education opportunities for residents of all ages.

DESCRIPTION

Increase nutrition education opportunities, both for general education and for the management of diet-related health conditions. Target some opportunities for certain populations and their specific needs, including children, teenagers, parents, and older adults. In addition, provide education to support residents in growing their own food.

RATIONALE

Many negative health outcomes can be linked to diet, however information about making healthy choices and how to cook new foods is not readily available in low-income communities. Chronic diseases, especially diet-related ones, like diabetes and hypertension, occur at higher rates in BIPOC and low-income communities. These diseases can often be managed with diet and lifestyle adjustments. It is important to provide access to the knowledge, skills, and support to help make these changes permanent.

TIMING

Year 2

LEAD ORGANIZATION

Virginia Cooperative Extension

POTENTIAL PARTNERS

Arlington Public Schools, Healthy Community Action Team (HCAT), YMCA, VHC Health, Arlington Free Clinic, DHS Public Health Division, APAH, AHC, Real Food for Kids, Giant Food

MEASURABLE INDICATOR

- Number of nutrition and gardening education activities
- Number of individuals attending programming
- Percentage of individuals indicating they learned something useful

EXPENDITURES

Contract with nutrition education provider to conduct desired workshops

“IT WOULD BE GREAT IF A NUTRITIONIST COULD COME HERE AND TEACH US ABOUT HEALTHY FOODS.”

- RESIDENT



Use resident community leaders to share information about resources in key languages and provide compensation for their work.

DESCRIPTION

Develop a cohort of community leaders, especially those whose communities speak non-English languages, to improve communication of resources. Community leaders would share information about County and non-profit services, translate information into their target language, and distribute to their communities via WhatsApp or other tools. Translated information would be available in Spanish, Amharic, Arabic, Mongolian, and Vietnamese and possibly other languages. Monthly stipends would be provided for their work.

RATIONALE

Immigrant communities rely on trusted neighbors and community leaders to share information about local resources. By receiving information through a trusted source, these residents are more willing to accept information and access these resources as they are vetted and deemed safe and worthwhile. To best reach these residents, DHS should partner with these community leaders to compensate them for their ability to spread reliable and accurate information in non-English languages.

TIMING

Year 2

MEASURABLE INDICATOR

- Number of resident leaders engaged
- Number of residents reached

LEAD ORGANIZATION

Department of Human Services

POTENTIAL PARTNERS

Arlington County
Communications & Public
Engagement Team

EXPENDITURES

Stipends

“IF THERE WERE A NEW PROGRAM BEING OFFERED, I’D WANT TO HEAR ABOUT IT BY RECEIVING A FLYER OR HEARING ABOUT IT FROM A FRIEND OR SOMEONE I KNOW THROUGH A WHATSAPP GROUP. I DON’T USE EMAIL OR CHECK WEBSITES TO GET INFORMATION.”
- RESIDENT



CAPACITY BUILDING



GOAL

Strengthen food assistance providers' ability to best address the needs of those accessing their services.

BACKGROUND

Food assistance services are implemented by non-profit and faith-based organizations, government departments, and schools. To best serve food insecure households in Arlington, it is important to support the staff, volunteers, and the organizations themselves to make them as strong as possible so they can provide quality services to those in need. Ensuring that staff and volunteers who coordinate and support food assistance efforts have the skills, knowledge, tools, and teams to best serve their programs' participants will provide a more robust experience for all involved.



CAPACITY BUILDING STRATEGIES

YEAR 1:

4.1 Develop training materials to inform social services staff and volunteers about food assistance programs, specifically SNAP and WIC, and help residents apply.

4.2 Provide trauma-informed care training for staff & volunteers working with food insecure residents.

YEAR 2:

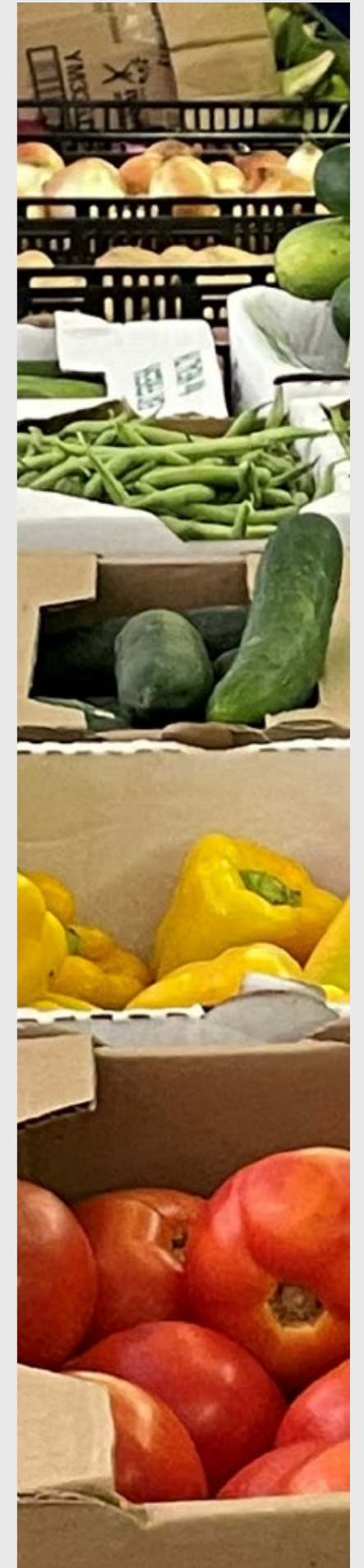
4.3 Create a cultural foods guide for charitable food providers with partners from the region.

4.4 Increase the capacity to share locally-grown produce from gardeners and farms with food pantries through expanded donation processing infrastructure.

YEAR 3:

4.5 Increase capacity within the DHS Customer Service Center to continue to meet expanded requests for service.

4.6 Collaborate with APS through its forums to review existing programs and practices and address food equity.



CAPACITY BUILDING 4.1

Develop training materials to inform social services staff and volunteers about food assistance programs, specifically SNAP and WIC, and help residents apply.

DESCRIPTION

Expand on the success of the SNAP Ambassador training program to create a similar self-paced training that provides information about WIC and the application process. Continue to train community members, school, and social service non-profit staff about food assistance programs and assist with enrollment. Wherever possible, recruit and train ambassadors from within diverse communities.

RATIONALE

Few social services staff and community volunteers are aware of the specifics of the SNAP and WIC programs. This makes it difficult to promote the programs to potentially eligible households and help them enroll. Providing information about SNAP and WIC will empower these staff and volunteers even further to meet the needs of the residents they serve and will increase program applications and enrollments.

TIMING

Year 1

LEAD ORGANIZATION

Healthy Community Action Team (HCAT),
Real Food for Kids

POTENTIAL PARTNERS

DHS Public Health Division & WIC
team, Arlington Public Schools, Virginia
Cooperative Extension

MEASURABLE INDICATOR

- Number of people trained
- Number of SNAP and WIC applications

EXPENDITURES

Platform for online self-paced training

VIRGINIA ROADMAP TO END HUNGER GOAL:

INCREASE PARTICIPATION IN THE VIRGINIA WIC PROGRAM BY 2%

CAPACITY BUILDING 4.2

Provide trauma-informed care training for staff & volunteers working with food insecure residents.

DESCRIPTION

Develop a training module about the trauma of living in a food insecure environment for client-facing staff and volunteers, giving them the tools to serve clients with dignity, respect, and in consideration of their possible trauma history.

RATIONALE

Trauma-Informed Care is an approach in the human service field that prioritizes respecting and appropriately responding to the effects of trauma and providing services in a way that is accessible and appropriate to those who may have experienced trauma.²⁷

Whether rooted in generational poverty or spurred on by short-term financial instability, food insecurity itself can cause lasting trauma. For many, this experience may also be compounded with other sources of trauma such as immigration, incarceration, abuse, or loss of a loved one. Educating staff and volunteers on trauma-informed care will help them identify and address trauma response behavior and will help create an atmosphere that avoids triggering retraumatization, altogether improving the client experience.

TIMING

Year 1

LEAD ORGANIZATION

Arlington Resilience Community

POTENTIAL PARTNERS

AFAC, Our Lady Queen of Peace, DHS Aging
& Disability Services Division

“THIS TRAINING WILL HELP OUR STAFF AND VOLUNTEERS LEARN HOW TO WORK WITH PEOPLE IN A WAY THAT DOES NOT DO ANY MORE HARM. TRAUMA IS NOT EVIDENT MOST OF THE TIME.”

- SALLY DIAZ WELLS, OUR LADY QUEEN OF PEACE

MEASURABLE INDICATOR

- Number of organizations participating
- Number of staff and volunteers trained

EXPENDITURES

None



CAPACITY BUILDING 4.3

Create a cultural foods guide for charitable food providers with partners from the region.

TOP 10 COUNTRIES OF ORIGIN OF AFAC CLIENTS:

1. UNITED STATES
2. EL SALVADOR
3. GUATEMALA
4. BOLIVIA
5. ETHIOPIA
6. VIETNAM
7. HONDURAS
8. PERU
9. RUSSIAN FEDERATION
10. SOUTH KOREA

TIMING

Year 2

LEAD ORGANIZATION

Capital Area Food Bank

POTENTIAL PARTNERS

Healthy Community Action Team (HCAT), AFAC, Our Lady Queen of Peace, First Vietnamese-American United Methodist Church of Greater Washington, Ethiopian Community Development Council (ECDC), Virginia Cooperative Extension

DESCRIPTION

Develop a guide to help food pantries and other food assistance organizations understand the dietary and cultural preferences of the diverse communities in Arlington.

RATIONALE

Each culture has foods and ingredients that are particularly important to their traditional cooking. With such variety in immigrant populations, it is helpful for local food pantries to better understand the cultural food priorities and avoidances of their participants. A guide of cultural food preferences would serve food assistance efforts in the entire region as many neighboring communities have similar immigrant populations.

MEASURABLE INDICATOR

Guide published

EXPENDITURES

Printing for surveys or data collection, guide design and printing

CAPACITY BUILDING 4.4

Increase the capacity to share locally-grown produce from gardeners and farms with food pantries through expanded donation processing infrastructure.

DESCRIPTION

Support produce collection and distribution efforts, primarily coordinated by Plot Against Hunger, and help identify long-term and sustainable processes for collecting, cleaning, packaging, and distributing produce from donor gardeners to food assistance sites.

RATIONALE

Fresh produce from local growers provides nutritionally-dense foods that low-income families who use food pantries often cannot afford to purchase in grocery stores or at farmers' markets. Food pantries and meal programs are often unable to purchase produce that is locally-grown due to cost considerations. Plot Against Hunger and Virginia Cooperative Extension support many of the community donation gardens and APS school gardens with seeds, guidance, volunteer support, and facilitating the donation of harvests to those in need. Plot Against Hunger, and its parent organization, Friends of Urban Agriculture, are completely volunteer-run and are looking to improve their long-term sustainability.

TIMING

Year 2

LEAD ORGANIZATION

Friends of Urban Agriculture, including Plot Against Hunger

POTENTIAL PARTNERS

Virginia Cooperative Extension, Arlington
Department of Parks & Recreation, Arlington
Public Libraries, No Kid Hungry, Arlington
Public Schools

MEASURABLE INDICATOR

Pounds of local produce delivered to food pantries

EXPENDITURES

Equipment for collecting, packaging, and storing donated produce



CAPACITY BUILDING 4.5

Increase capacity within the DHS Customer Service Center (CSC) to continue to meet expanded requests for service.

DESCRIPTION

Many of the recommendations in this plan will drive more residents to reach out to the DHS Customer Service Center for information and assistance on their way to accessing food assistance support. DHS will explore a variety of options to ensure that the CSC can successfully accommodate increased demand and address the needs of traditionally underserved populations.

RATIONALE

The DHS Customer Service Center (CSC) is the main entry point for most Arlington residents inquiring about information or getting connected to assistance programs. Since 2020, the CSC has taken over responsibility for additional phone lines and desks and has hired several temporary Administrative Technicians to help cover increased responsibilities. Several recommendations in this plan are designed to encourage residents to reach out to the CSC for information and referrals, which would further increase their service volume.

The newly adopted DHS Vision, Mission, and Values highlights “access” as a priority for the department, so it is important that all residents are able to access the department “with ease, choice, and dignity.”²⁸

TIMING

Year 3

MEASURABLE INDICATOR

Number of calls/visits to Customer Service Center

LEAD ORGANIZATION

DHS Economic Independence Division

EXPENDITURES

To be determined



CAPACITY BUILDING 4.6

Collaborate with APS through its forums to review existing programs and practices and address food equity.

DESCRIPTION

In collaboration with APS leadership and existing forums, such as the Office of Diversity, Equity and Inclusion and the School Health Advisory Board (SHAB), promote district-wide food security efforts and ensure food equity is considered when making programmatic decisions. Areas of focus could include reducing barriers to support through actions such as consistently locating summer school programs and summer extended day programs in schools with high free and reduced-price meal rates.

RATIONALE

School nutrition is an important component of food security in a community. A district-wide lens would increase the equitable distribution and sustainability of food security programs.

TIMING

Year 3

LEAD ORGANIZATION

Arlington Public Schools (APS)

POTENTIAL PARTNERS

Arlington Parks & Recreation, existing APS committees, No Kid Hungry, County Council of PTAs



MEASURABLE INDICATOR

To be determined

EXPENDITURES

To be determined

INFORMED DECISION MAKING

GOAL

Leverage data, collaborations, and participant feedback to monitor the needs, progress, and evolution of food security in Arlington.

BACKGROUND

The Food Security Task Force has been the driving force behind the development of this strategic plan and the needs assessment that supported it. The Task Force has provided opportunities for those working closely with food security efforts or with food insecure residents to connect, share information, and develop opportunities for collaboration. Upon approving this strategic plan, the Task Force's responsibilities will conclude, and there will be a need for a new group to be established to offer these connections and provide coordination for organizations and community members to work together towards the successful implementation of the strategies in this plan.

As the community's needs shift and adapt in the months and years to come, this network of food assistance providers must stay grounded in scale of the need and the experience of the residents they serve. Strengthening the data collection system among assistance providers will streamline the process of knowing what each provider is offering, their hours of operation, and the need they are meeting in the community. Combining this information with updates towards the implementation of these strategies will provide an overall picture of Arlington's progress towards a more food secure community supported by data-based decision making.

INFORMED DECISION MAKING STRATEGIES

YEAR 1:

5.1 Create a food security coalition to oversee the implementation of this strategic plan, continue to monitor needs, and periodically reassess priorities.

5.2 Use varied levels of engagement to encourage food assistance recipients to provide valuable feedback on programs and services.

5.3 Collect data from food assistance organizations that provides information about usage trends and services provided.

YEAR 2:

5.4 Publish and annually update a food security dashboard showing progress towards strategic plan implementation and food assistance program trends.

YEAR 3:

5.5 Establish a food security Performance Measurement Plan to track achievement of DHS food security goals.



INFORMED DECISION MAKING 5.1

Create a food security coalition to oversee the implementation of this strategic plan, continue to monitor needs, and periodically reassess priorities.

DESCRIPTION

Establish a food security coalition that supports the implementation of this food security strategic plan and future food security efforts in Arlington County as well as provide a space for ongoing collaboration. Membership would include key stakeholders and be open to interested community members.

RATIONALE

The work of improving food security in Arlington does not end with the publication of this plan. On the contrary, the work will continue as this plan is implemented and additional work is identified for the future. To ensure that implementation of the plan is successful, a system is needed to provide action, accountability, and oversight. A food security coalition will provide an opportunity for food assistance providers, social service non-profits, government agencies related to food security, and interested community members to fulfill the goals of this and future plans. It will also facilitate organizations to share information and collaborate with other organizations.

TIMING

Year 1

LEAD ORGANIZATION

DHS Economic Independence Division

POTENTIAL PARTNERS

All organizations and individuals working towards improving food security

MEASURABLE INDICATOR

- Number of meetings held
- Number of participants
- Progress towards implementation of strategies

EXPENDITURES

None

OVER 320 COMMUNITIES IN THE US HAVE A COALITION OR COUNCIL THAT SUPPORTS THE LOCAL FOOD SYSTEM.³⁰



INFORMED DECISION MAKING 5.2

Use varied levels of engagement to encourage food assistance recipients to provide valuable feedback on programs and services.

DESCRIPTION

Develop a variety of options for participant feedback, including a group that meets throughout the year, annual focus groups and surveys.

RATIONALE

To provide the best possible participant experience, those receiving food assistance should be able to regularly share their input and feedback on the services in which they participate. This lived experience of accessing food assistance is invaluable in ensuring that food assistance services meet the needs of the people they aim to serve. Recognizing that individuals' comfort level in providing feedback and their availability to do so varies, different types of opportunities should be offered to better understand how participants access services.

TIMING

Year 1

MEASURABLE INDICATOR

- Number of opportunities for gathering feedback
- Number of residents providing feedback

LEAD ORGANIZATION

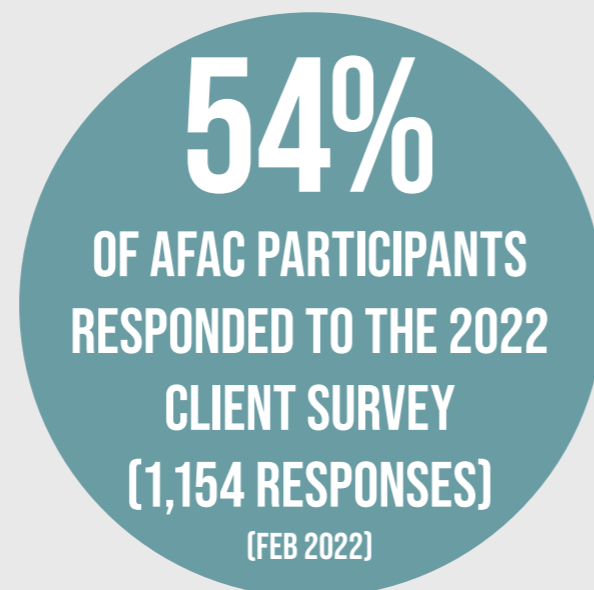
DHS Economic Independence Division, AFAC

POTENTIAL PARTNERS

All organizations and individuals working towards improving food security

EXPENDITURES

Participation incentives, cab vouchers for in-person meetings, interpreters, translation for surveys



INFORMED DECISION MAKING 5.3

Collect data from food assistance organizations that provide information about usage trends and services provided.

DESCRIPTION

Collect quarterly data from food assistance providers, including numbers of households served and information about services provided. Wherever possible, this data will be disaggregated to show impact on different population subgroups.

RATIONALE

The ability to track trends of food assistance usage in Arlington is important to understanding how community needs ebb and flow. This system will allow food assistance providers to share information about their distributions and usage, which can then be analyzed to better understand the full picture of need and assistance services.

TIMING

Year 1

MEASURABLE INDICATOR

Number of organizations providing data on a quarterly basis

LEAD ORGANIZATION

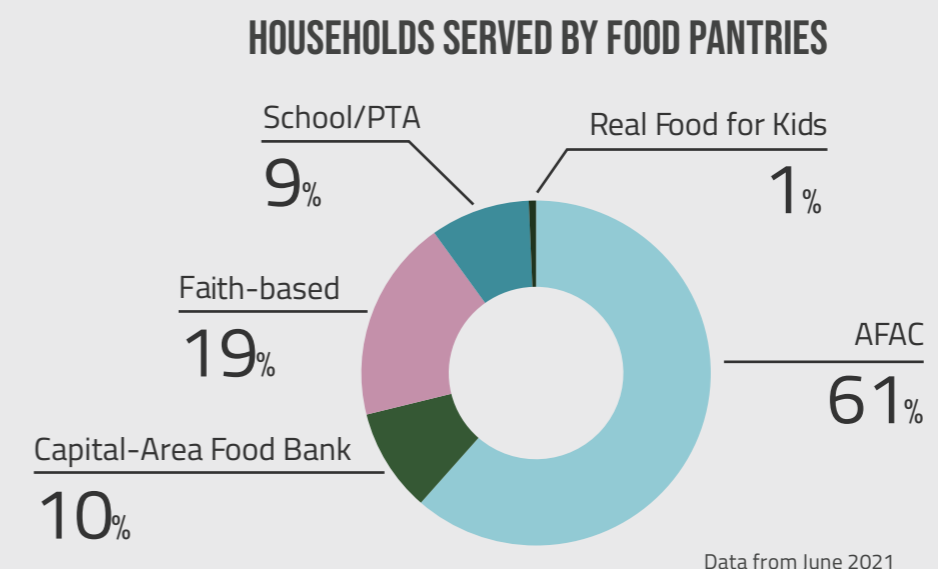
Department of Technology Services,
DHS Economic Independence Division

EXPENDITURES

None

POTENTIAL PARTNERS

All organizations and individuals working towards improving food security





INFORMED DECISION MAKING 5.4

Publish and annually update a food security dashboard showing progress towards strategic plan implementation and food assistance program trends.

DESCRIPTION

A data dashboard will present annual program data from food assistance programs, including the number of households served by each program. Whenever possible, data will be disaggregated to show impact on different population subgroups.

The dashboard will also provide an opportunity to show progress towards the implementation of this plan. Each strategy will be rated on a scale to show how far along it is in the development and implementation process.

RATIONALE

Having information from the array of food assistance programs in one place will help both food assistance providers and the community have a better understanding of the current status of need and programming as well as to track progress towards the implementation of this plan.

TIMING

Year 2

MEASURABLE INDICATOR

Dashboard

LEAD ORGANIZATION

DHS Economic Independence Division, Food Security Coalition

EXPENDITURES

None

POTENTIAL PARTNERS

Department of Technology Services

Establish a food security Performance Measurement Plan to track achievement of DHS food security goals.

DESCRIPTION

Develop a Performance Measurement Plan for food security similar to other Department of Human Services programs which establish goals for success and measure progress year over year.

RATIONALE

A Performance Measurement Plan will provide consistent metrics year over year to track progress towards goals, including how much is being done, how well it's being done, and if anyone is better off. Data will be disaggregated wherever possible to analyze impacts on underserved populations. Establishing a food security-specific Performance Measurement Plan will ensure that food security is a priority for the department into the future.

TIMING

Year 3

MEASURABLE INDICATOR

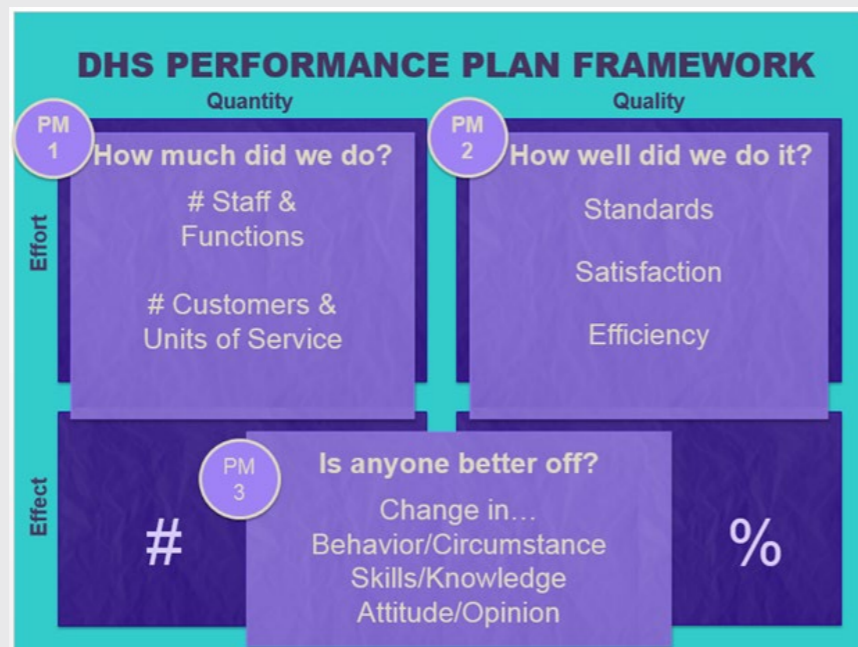
Food Security Performance Measurement Plan

LEAD ORGANIZATION

DHS Economic Independence Division

EXPENDITURES

None



A CALL TO ACTION

This is just the beginning. There are many opportunities to engage as community members and organizations to bring these strategies to fruition. No one organization or department can tackle all of these initiatives on their own. It will take a community effort to improve food security in Arlington, and Arlington is up for the challenge.

GET INVOLVED



Visit Arlington's Food Assistance website for up-to-date information: www.arlingtonva.us/Government/Departments/DHS/Food-Assistance



Sign up for the quarterly food security newsletter in English or Spanish [on the Food Assistance website](#).



Join the Food Security Coalition. Information about the group as it forms will be shared via the newsletter and website.



Volunteer with Arlington's food assistance providers. See the partner list for links to their websites or visit [Volunteer Arlington](#).



Reach out to FoodAssistance@arlingtonva.us with questions or comments.

FOOD SECURITY

TASK FORCE MEMBERS

Susan Davidson	AHC Inc.
Cassie Hurley	Arlington Chamber of Commerce
Natalia Muniz	Arlington Community Foundation
Matt de Ferranti	Arlington County Board
Rachel Coates	Arlington County Department of Human Services, Arlington Aging and Disability Services Division
Stephanie Hopkins	Arlington County Department of Human Services, Economic Independence Division
Pat Rivers	Arlington County Department of Human Services, Economic Independence Division
Kim Haun	Arlington County Department of Parks & Recreation
Francesca Lucia	Arlington County, Aide to Matt de Ferranti
Graham Weinschenk	Arlington County, Aide to Matt de Ferranti
Lily Duran	Arlington Food Assistance Center (AFAC)
Charlie Meng	Arlington Food Assistance Center (AFAC)
Caroline Jones	Arlington Free Clinic
Laura Elsberg	Arlington Free Clinic
Jody Kelly	Arlington Free Clinic
Robin Broder	Arlington Friends of Urban Agriculture
Wendy Crawford	Arlington Public Schools
Tracy Gaither	Arlington Public Schools
Cynthia Singiser	Capital Area Food Bank
Amy McWilliams	Columbia Pike Partnership
Lawrence Collins	Community Member
Violet Taylor	Community Member
Abby Raphael	Destination 2027
Mary Sanders	Healthy Community Action Team
Daniela Hurtado	La Cocina VA
Marvin Nells	NAACP of Arlington
Sally Diaz Wells	Our Lady Queen of Peace Catholic Church
Pat Vinkenes	Our Lady Queen of Peace Catholic Church
Bethany Zecher Sutton	Randolph Elementary School PTA
Mary Porter	Real Food for Kids
Janeth Valenzuela	Superintendent's Advisory Committee on Immigrant and Refugee Student Concerns
Aisha Salazar	Virginia Cooperative Extension

GLOSSARY

BIPOC (Black, Indigenous, and People of Color)	A term intended to emphasize the experiences of Black and Indigenous groups who have been historically marginalized and demonstrate solidarity between communities of color.
Community Eligibility Provision (CEP)	A USDA program that offers universal free breakfast and lunch at schools where at least 40% of students are eligible for free or reduced-price meals through direct certification because of participation in qualifying programs, such as SNAP, TANF, or Medicaid. In Arlington there are five elementary schools that participate in CEP: Barrett, Barcroft, Carlin Springs, Drew, and Randolph.
Electronic Benefits Transfer (EBT)	SNAP, P-EBT, and TANF are issued on EBT cards, which are like debit cards. Benefits are automatically added to the card each month that the participant is eligible. SNAP is often colloquially called EBT.
Food Security	Food secure households had access, at all times, to enough food for an active, healthy life for all household members. (USDA definition)
Food Insecurity	Food insecure households are uncertain of having, or unable to acquire, at some time during the year, enough food to meet the needs of all their members because they had insufficient money or other resources for food. (USDA definition)
Severe Food Insecurity	Households with very low food security are food insecure to the extent that normal eating patterns of some household members are disrupted at times during the year, with self-reported food intake below levels considered adequate. (USDA definition)
Pandemic Electronic Benefits Transfer (P-EBT)	Funds issued to students receiving free and reduced-price meals while school was closed or being conducted virtually due to the Covid-19 pandemic to reimburse families for the cost of the meals.
Performance Measurement Plan	An outcomes-oriented evaluation tool that measures impact of programs within the Arlington County Department of Human Services on an annual basis.
Supplemental Nutrition Assistance Program (SNAP)	A federal food assistance program, formerly known as food stamps, that provides benefits to be used to pay for groceries on an EBT card on a monthly basis. Benefit amounts vary based on income and expenses. Only US citizens and legal immigrants who have been residents for at least 5 years who meet income restrictions are eligible.
Temporary Assistance for Needy Families (TANF)	A cash assistance program that supports low-income adults to care for their children. Children must be under age 18 and US Citizens or eligible immigrants and the household income must be below 185% of the Federal Poverty Limit to be eligible.
US Department of Agriculture (USDA)	The U.S. federal government agency responsible for developing and executing federal policies related to farming, forestry, rural economic development, and food. USDA manages 15 federal nutrition assistance programs, including WIC, SNAP, and the school meals program.
Women, Infants and Children Supplemental Nutrition Program (WIC)	The WIC program provides low-income pregnant and postpartum women, infants, and children up to age 5 with supplemental food, nutrition counseling, breastfeeding support and baby formula. Participants must be residents of Virginia, but there is no citizenship requirement.

PARTNERS

APPENDIX

Descriptions of programs, departments, and organizations listed as lead or potential partners in the implementation of this strategic plan. This is not intended to be an exhaustive list of food assistance programming in Arlington.

LOCAL GOVERNMENT AND SCHOOLS

- [Arlington County Government](#)
 - [Arlington County Board](#) – The five-member County Board is Arlington’s governing body and is vested with its legislative powers.
 - [Department of Human Services](#) (DHS) – The Arlington County Department of Human Services is the lead agency in ensuring residents of all ages have access to important health, behavioral health, social services, and safety net services and programs.
 - [Aging and Disability Services Division](#) (ADSD) – ADSD emphasizes aging in place through care coordination and supportive services to ensure older adults and persons with disabilities can live at home and in their community.
 - [Economic Independence Division](#) (EID) – EID provides essential supports to Arlington residents, including connection to benefits providing housing, medical, child care, and food assistance, as well as employment services and other supports.
 - [Public Health Division](#) (PHD) – Public Health works with community partners both to serve the current health needs of our community and to address systems and equity issues that contribute to maximizing the health potential of all who live, work and play in Arlington County. PHD runs the WIC program.
 - [Arlington Resilience Community](#) (ARC) – A community of Arlington stakeholders working to create community resilience, grounded cross-sector collaboration, and mobilizing action with agencies, programs, and community members from all backgrounds to create and sustain trauma-informed care for all.
 - [Arlington Economic Development](#) (AED) – Arlington’s business development organization that works to help Arlington thrive as an economically vital, competitive and sustainable community by providing leadership and services to Arlington’s business, real estate, tourism and cultural affairs sectors.
 - [Communications and Public Engagement team](#) – Part of the County Manager’s Office, the Communications and Public Engagement team is responsible for enterprise-wide communications and civic engagement.
 - [Department of Environmental Services](#) (DES) – DES provides essential transportation services, including ART buses; maintains public infrastructure and facilities including water mains, sewers, streets and equipment; handles residential trash, recycling and yard waste; and works to be an excellent steward of the environment.

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- [Department of Parks & Recreation](#) (DPR) – The Department of Parks and Recreation promotes wellness and vitality through dynamic programs and attractive public spaces. Their facilities include the county’s community centers and community gardens.
- [Social 60+ Café](#) – Congregate nutrition program that offers weekday meals to older residents at three of the six 55+ centers: Arlington Mill, Langston-Brown and Walter Reed.
- [Department of Technology Services](#) (DTS) – DTS works to continuously seek new and innovative ways to grow the County’s technology and knowledge assets and leverage them to improve its citizen-centric services.
- [Arlington Public Libraries](#) – In addition to providing access to books and information, many Arlington Public Libraries host Plot Against Hunger gardens that donate produce to food pantries.
- [Arlington Public Schools](#) (APS) – The public school system in Arlington County, made up of 41 schools and programs and serving over 27,000 students in the 2022-23 school year.
 - School PTAs – Parent Teacher Associations (PTAs) at some APS schools organize food security efforts to support students and families. The County Council of PTAs (CCPTA) coordinates district-wide PTA efforts with a focus on equity.
- [Virginia Department of Social Services](#) (VDSS) – The Virginia state agency that is responsible for administering supportive programming, TANF, SNAP, Medicaid, Adoption, Child Care Assistance, Refugee Resettlement Services, and Child and Adult Protective Services.

NON-PROFIT, FAITH-BASED AND COMMUNITY ORGANIZATIONS

- [AHC Inc.](#) – An affordable housing developer in Arlington and throughout the DC/Baltimore region. It provides educational programs and social services in its community centers.
- Amazon – Amazon and Amazon Fresh support community efforts in region in connection with the development of its HQ2 offices.
- [Arlington Assembly of God](#) – A church offering a hot dinner meal five days per week.
- [Arlington Bridge Builders](#) – A coalition of churches that runs a food pantry and provides other supportive services to the community.
- [Arlington Chamber of Commerce](#) – The Arlington Chamber of Commerce works to strengthen businesses and the economic environment for those who work, live and do business in Arlington.
- [Arlington Food Assistance Center](#) (AFAC) – As Arlington’s largest food pantry, AFAC provides free supplemental groceries to nearly 2,400 households every week at its 24 food distributions and home delivery program.
- [Arlington Free Clinic](#) – Arlington Free Clinic provides free, high-quality healthcare to low-income, uninsured Arlington County adults.
- [Arlington Neighborhood Village](#) (ANV) – ANV is a volunteer-driven, non-profit organization dedicated to helping older residents of Arlington County, Virginia continue living in their own homes — safely, independently, and with an enhanced quality of life.

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- [Arlington Partnership for Affordable Housing \(APAH\)](#) – An affordable housing developer in Arlington and throughout the DC/Baltimore region. It provides educational programs and social services in its community centers.
- [Capital Area Food Bank \(CAFB\)](#) – The Feeding America food bank partner for the DC metro region. CAFB provides food for free and at low costs to food pantries across the region and hosts its own distributions with partners monthly.
- [Communities in Schools of Northern VA \(CISNOVA\)](#) – A non-profit organization providing in-school support to help students succeed by providing wrap-around supports.
- [Food Rescue US – DC](#) – A non-profit organization leveraging technology and volunteers to improve food equity by filling gaps by rescuing safe, usable food.
- [Door Dash, Project DASH](#) – Food delivery company that offers Project DASH, which delivers food from food pantries.
- [ECDC Enterprise Development Group \(EDG\)](#) – EDG serves as a bridge toward self-sufficiency for individuals residing throughout the Washington, D.C. metropolitan area, we provide refugees, immigrants and low-income community members' with access to loan capital and help improve their general business skills.
- [Ethiopian Community Development Council \(ECDC\)](#) – A non-profit organization focused on serving refugees and immigrants.
- [First Vietnamese-American United Methodist Church of Greater Washington](#) – Vietnamese church that provides a food pantry featuring Vietnamese foods.
- [Food for Neighbors](#) – Food For Neighbors mobilizes the local community to donate individual meals and snack items, which are provided to local middle and high schools with to distribute during times when students might otherwise go hungry.
- [Friends of Urban Agriculture \(FOUA\)](#) – FOUA advocates for and supports urban agriculture including home gardeners, school and community gardens, and emerging agricultural businesses. Since 2020, FOUA has managed the Plot Against Hunger program.
 - [Plot Against Hunger](#) – Plot Against Hunger program collects fresh produce from gardens at homes, faith-based organizations, schools, and community gardens, and gleans produce at local farms to donate to local food pantries for our neighbors in need of supplemental groceries.
- [Healthy Community Action Team Arlington \(HCAT\)](#) – HCAT leads and supports a coalition of partners that seek to improve the health and well-being of children by reducing the risk factors that lead to increased childhood obesity rates in Arlington. HCAT coalition members work collaboratively to improve nutrition and increase physical activity for children in our community.
- [Latino Economic Development Center](#) – LEDC's mission is to drive the economic and social advance of low-to-moderate income Latinos and other underserved communities by equipping them with the skills and tools to achieve financial independence and become leaders in their communities.
- [Meals on Wheels of Arlington](#) – Provides a hot and cold home-delivered meal weekly or daily to older adults who are unable to prepare their own meals.

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- [New Hope Housing](#) – New Hope Housing provides a comprehensive, innovative array of services to homeless families and single adults in Northern Virginia. In Arlington, New Hope Housing manages the Residential Program Center (RPC Shelter).
- [No Kid Hungry](#) – No Kid Hungry is a national campaign run by Share Our Strength, a nonprofit working to solve problems of hunger and poverty in the United States and around the world, with the primary focus of ending childhood hunger.
- [Northern Virginia Food Rescue](#) – A non-profit organization leveraging technology and volunteers to improve food equity by filling gaps by rescuing safe, usable food.
- [Our Lady Queen of Peace](#) – A Catholic Church that provides a weekly food pantry, the Matthew 25 free thrift store offering clothing and household goods, and Project Gabriel supporting families with infant supplies.
- [Real Food For Kids](#) – Real Food For Kids works to dismantle barriers to nutrition equity through programs in and out of school that increase access to real, whole foods and nutrition education, and advance policy change to sustain a population of healthy eaters.
- [The Salvation Army Arlington Corps](#) – Church that offers a food pantry and other supportive services.
- [VHC Health](#) – Virginia Hospital Center, now VHC Health, operates two community clinics serving as a medical home for children and adults with or without insurance.
- [Virginia Cooperative Extension \(VCE\)](#) – VCE connects public land-grant universities with individuals, localities, and organizations to ensure all Virginians have access to evidence-based resources to foster safe, resilient, and healthy communities. VCE offers cooking demonstrations, nutrition education, and financial wellness, youth leadership, and gardening education to Virginia residents.
- [Virginia Federation of Food Banks](#) – The Federation of Virginia Food Banks is a non-profit state association of food banks affiliated with Feeding America. They also coordinate many state-wide food security efforts.
- [Virginia Poverty Law Center \(VPLC\)](#) – Virginia Poverty Law Center uses advocacy, education, and litigation to break down systemic barriers that keep low-income Virginians in the cycle of poverty. VPLC is the backbone organization of Virginia Hunger Solutions.
- [Volunteer Arlington](#) – Volunteer Arlington connects individuals, groups, nonprofits and businesses in an effort to promote volunteerism.
- [YMCA of Metropolitan Washington](#) – Offers evidence-based diabetes prevention education as well as more generalized cooking and nutrition classes to the greater Washington DC community.
- [Washington Area Community Investment Fund \(WACIF\)](#) – WACIF is driven by three strategic pillars: inclusive entrepreneurship, community wealth building, and equitable economic development, and is fulfilled by providing access to capital products and services, and capacity building technical assistance to low- and moderate-income entrepreneurs.
- [Wesley Housing](#) – An affordable housing developer in Arlington and throughout the DC region.
- [The Washington Metropolitan Area Transit Authority \(WMATA\)](#) – The regional public transportation system serving the Washington DC metro region.

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Quotes from Arlington residents featured throughout this report were gathered from focus groups hosted at The Serrano Apartments, AFAC, Claridge House, and Gilliam Place, August & September 2022.



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PEPPERIDGE FARM
Whole Grain
15 GRAIN
100% WHOLE GRAIN
NEW LOOK!

PEPPERIDGE FARM
ORIGINAL
100% WHOLE GRAIN
NEW LOOK!

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Whole Grain
100% WHOLE WHEAT
NEW LOOK! Same Great Taste
100% WHOLE GRAIN
NEW LOOK!

PEPPERIDGE FARM
Whole Grain
15 GRAIN

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