

LEAD

Goal 1: Align and enhance collaboration efforts of state and non-state agencies to strengthen statewide food security strategies.

Objective	Activities	Outputs	Leads	Evaluation Measure (Indicator)	Notes	
1.1 Identify and outline state and non-state agency roles in supporting the reduction of the “meal gap.”	1.1.1 Evaluate each agency’s role in decreasing the meal gap.	Summary Report	Three Square Food Bank (Three Square), Food Bank of Northern Nevada (FBNN)	# of agencies identified	Technical assistance available from Feeding America? Meal gap: Estimated meal shortage, calculated by Feeding America.	
	1.1.2 Determine each agency’s ability to measure meals provided (if applicable).			# of meal indicators identified		
	1.1.3 Determine the feasibility of establishing each agency’s missing meals coverage goals.			# of missing meals identified		
	1.1.4 Develop a summary report of agency roles and measurement abilities and future opportunities for reducing the meal gap in Nevada.			Completed Summary Report		
1.2 Develop a Collaboration Recommendations Report by conducting a statewide evaluation of local and state plans addressing food security and determinants of hunger.	1.2.1 Identify existing plans at state and local levels.	Report outlining collaboration recommendations	University of Nevada Cooperative Extension (UNCE), FBNN, Dr. Osgood, Three Square	# of plans identified		
	1.2.2 Crosswalk existing plans and develop a matrix demonstrating overlapping agendas.			# of matrices developed		
	1.2.3 Develop and disseminate a report of key recommendations for improving collaborations.			# of overlapping agendas identified		
				Completed Recommendations Report		

1.3 Develop an implementation plan for coordinating an annual Nevada Food Security Summit.	1.3.1 Research summit planning process and establish a planning and implementation timeline.	Nevada Food Security Summit Implementation Plan	Office of Food Security (OFS), FBNN	# of timelines developed	Potential collaborations: - Nevada Nutrition Assistance Consortium (NNAC) - Local food policy Councils
	1.3.2 Identify estimated cost and potential funding sources.			List of estimated costs	
	1.3.3 Identify key collaborative partners, speakers, and target audience.			# and list of funding sources identified	
	1.3.4 Finalize and present the implementation plan to the Governor’s Council on Food Security (GCFS) for consideration and approval.			# of key stakeholders identified Completed Implementation Plan	
1.4 Establish subcommittees targeting specific food security implementation goals as needed; as determined by the GCFS.	1.4.1 At each GCFS meeting, discuss efforts to implement the Food Security Plan, including progress, facilitators, and barriers.	Summary of annual subcommittee activities, progress, barriers, and outcomes	GCFS	# of subcommittees established	
	1.4.2 If a subcommittee is needed, the GCFS must establish: <ul style="list-style-type: none"> • Subcommittee Goal(s) • Membership • Workplan and Outputs • Timeline 			# of members, per subcommittee # of goals established, per subcommittee # of outputs, per subcommittee Completed Summary Report	

1.5 Evaluate how to increase efficiencies and collaboration among commodity food program agencies.	1.5.1 Identify and review state and non-state plans relating to commodity food programs.	Summary of recommendations to enhance collaboration among commodity food program agencies	GCFS, Nevada Department of Agriculture (NDA)	# of state plans identified and reviewed	
	1.5.2 Develop a summary report outlining evaluation results, conclusions, and recommendations for collaboration.			# of non-state plans identified and reviewed	
1.6 Develop a Promotional Messaging Plan that will align and coordinate food security promotion and messaging statewide.	1.6.1 Identify and convene key partners for collaboration.	Food Security Promotional Messaging Plan	OFS, Three Square, FBNN, UNCE	# and list of key partners identified	Potential collaborations: - NNAC
	1.6.2 Identify key messages to align.			# and list of key partners convened	
	1.6.3 Develop a Food Security Promotional Messaging Plan outlining key partners, messaging, and an implementation plan/timeline.			# of key messages identified	
Goal 2: Identify and support state and local policies that increase food security in Nevada.					
Objective	Activities	Outputs	Leads	Evaluation Measure (Indicator)	Notes
2.1 Identify, track, and support legislative policies related to food security.	2.1.1 Identify food security-related legislative policies to track.	Food security policy tracking spreadsheet	GCFS Policy Subcommittee	# of policies identified	

	2.1.2 Provide policy updates at regular GCFS meetings leading up to, and during, legislative sessions.			# of policies actively being tracked # of policy updates provided # of policies GCFS is supporting	
2.2 Support State policies encouraging use of mechanisms such as outreach, waivers, barrier reduction, and pilot programs related to increasing food security in Nevada.	2.2.1 Identify policies supporting mechanisms related to increasing food security in Nevada.	Menu of food security policies for the Council's consideration Summary of support strategies for priority policies identified by the GCFS	GCFS Policy Subcommittee, GCFS	# of policies identified # of policies presented # of support strategies developed # of support strategies enacted	
	2.2.2 Present menu of policies for GCFS consideration.				
	2.2.3 Develop strategies to support GCFS priority policies.				
	2.2.4 Support policies at the discretion of the GCFS using the strategies developed.				
2.3 Support State and local policies encouraging the use of Nevada farm products in Nevada institutions, including schools, senior centers, and child care centers.	2.3.1 Identify policies supporting increased access to local foods for Nevada institutions.	Menu of policies supporting increased access to local foods for the Council's consideration Summary of support strategies for priority	GCFS Policy Subcommittee, GCFS	Type and # of Nevada institutions that use Nevada farm products # of policies identified # of policies presented # of support strategies developed	Potential collaborations: - Nevada Grown - Local food policy Councils
	2.3.2 Present menu of policies for GCFS consideration.				
	2.3.3 Develop strategies to support GCFS priority policies.				

	2.3.4 Support polices at the discretion of the GCFS using the strategies developed.	policies identified by the GCFS		# of support strategies enacted	
2.4 Develop and implement an education campaign to promote the benefits of state and local nutrition programs to policymakers.	2.4.1 Identify estimated cost and potential funding sources for a comprehensive education campaign.	Campaign Scope of Work	FBNN, Three Square	List of estimated costs	
	2.4.2 Identify key partners for input and collaboration.	Media campaign		# and list of funding sources identified	
	2.4.3 Establish the campaign's scope and key messages.	Campaign summary		# and list of key partners identified	
	2.4.4 Implement the comprehensive education campaign statewide.			# and list of key messages established	
	2.4.5 Evaluate the campaign's effectiveness.			Media analytics (reach), including but not limited to: # posts; # likes; # shares; # comments	
FEED					
Goal 1: Support strategies that increase participation in state/federal nutrition programs.					
Objective	Activities	Outputs	Leads	Evaluation Measure (Indicator)	Notes
1.1 Identify and support strategies to increase participation in the School Breakfast Program (SBP) and National School Lunch Program (NSLP) among the eligible population(s).	1.1.1 Request a presentation from the Nevada Department of Agriculture (NDA) on program goals, progress/successes, partners engaged, and barriers.	Presentation Summary of support strategies to increase participation among the eligible population(s)	GCFS, NDA	# of NSLP/SBP presentations to the GCFS # of support strategies identified	

	1.1.2 Identify strategies to support increased participation among the eligible population(s).			Participation rate among eligible populations for: SBP-- % NSLP-- %	
1.2 Identify and support strategies to increase participation in the Child and Adult Care Food Program (CACFP) and Summer Food Service Program (SFSP) among the eligible population(s).	1.2.1 Request a presentation from NDA on program goals, progress/successes, partners engaged, and barriers.	Presentation Summary of support strategies to increase participation among the eligible population(s)	GCFS, NDA	# of CACFP/SFSP presentations to the GCFS # of support strategies identified Participation rate among eligible populations for: CACFP-- % SFSP-- %	
	1.2.2 Identify strategies to support increased participation among the eligible population(s).				
1.3 Identify and support strategies to increase rural capacity for administering CACFP and SFSP.	1.3.1 Request presentation from NDA focused on barriers to implementing CACFP and SFSP in Rural Nevada.	Presentation Summary of support strategies to increase rural capacity	GCFS, NDA	# of CACFP/SFSP rural-specific presentations to the GCFS # of best practices identified # of support strategies identified Participation rate among eligible populations (specific to rural/frontier counties) for: CACFP-- % SFSP-- %	
	1.3.2 Identify best practices to overcome rural capacity barriers for administering CACFP and SFSP.				
	1.3.3 Identify strategies to support implementation of best practices.				

1.4 Identify and support strategies to increase participation across the Women, Infants, and Children Program (WIC) and the Supplemental Nutrition Assistance Program (SNAP), focusing on recipients who may be eligible for both programs.	1.4.1 Request presentation on WIC/SNAP collaboration activities, progress, and barriers.	Presentation Summary of support strategies to increase WIC/SNAP participation among those eligible	GCFS, WIC, SNAP	# of WIC/SNAP collaboration presentations to the GCFS # of support strategies identified # of updates received Participation rate among eligible populations for: WIC-- % SNAP-- %	
	1.4.2 Identify strategies to support increased participation across WIC and SNAP, focusing on recipients who may be eligible for both programs.				
	1.4.3 Receive biannual updates on WIC/SNAP collaboration efforts.				
1.5 Support strategies to increase food banks' capacity for offering a variety of nutritious foods, including fresh produce, animal protein, and dairy products.	1.5.1 Request a presentation from food banks statewide on progress/successes and barriers to diversifying types of nutritious foods offered.	Presentation Summary of support strategies for food banks	GCFS, Three Square, FBNN, Urban Seed Inc.	# of Food Bank presentations to the GCFS # of support strategies identified # of categories and pounds of nutritious foods in food banks	
	1.5.2 Identify strategies to support food banks in offering a variety of nutritious foods.				
1.6 Support the implementation and enforcement of the Nevada School Wellness Policy (NSWP).	1.6.1 Request a presentation from NDA and the Nevada Department of Education (NDE) on progress/successes and barriers to implementing and enforcing the NSWP.	Presentation Summary of NSWP implementation and enforcement support strategies	GCFS, NDA, NDE, UNCE	# of NDA/NDE presentations to the GCFS # of support strategies identified	

	1.6.2 Identify strategies to support NSWSP implementation and enforcement.				
1.7 Support the development and implementation of a statewide food resource asset map.	1.7.1 Identify key partners to engage in collaboration.	Food resource asset map implementation and maintenance plan	UNCE, Urban Seed Foundation	# and list of key partners identified # of existing food resource asset maps # of evaluations conducted on existing food resource asset maps, including summary of results # of food resource asset maps updated # and list of maintenance strategies assessed	Potential collaborations: - Local food policy Councils
	1.7.2 Identify existing food resource asset maps.				
	1.7.3 Evaluate existing maps for accuracy and completeness based on the most recent information available.				
	1.7.4 Evaluate new information against existing maps to determine if developing an additional map(s) will be of value. If necessary, develop and distribute an updated map.				
	1.7.5 Assess the processes, cost, and potential funding sources for maintaining and updating the food resource asset map(s).				
1.8 Develop and implement a statewide media outreach campaign targeting low-income Nevadans to promote state and local food resources (e.g., federal	1.8.1 Identify estimated cost and potential funding sources for a statewide media outreach campaign.	Campaign's Scope of Work	OFS	List of estimated costs # and list of funding sources identified	
	1.8.2 Identify key partners for input and collaboration.	Media campaign			

nutrition programs, food bank programs, etc.).	1.8.3 Establish the campaign's scope and key messages.	Campaign summary		# and list of key partners identified # and list of key messages established Media analytics (reach), including but not limited to: # posts; # likes; # shares; # comments Type and # of target populations reached	
	1.8.4 Implement the statewide media outreach campaign.				
	1.8.5 Evaluate the campaign's effectiveness.				

Goal 2: Support client-centered strategies that increase access to nutrition programs and resources that address determinants of hunger.

Objective	Activities	Outputs	Leads	Evaluation Measure (Indicator)	Notes
2.1 Support the development and implementation of a single, statewide client tracking database.	2.1.1 Request a presentation from the Division of Welfare and Supportive Services (DWSS) on the "No Wrong Door Initiative" and the Master Client Index.	Presentation Meeting minutes Summary of support strategies developed	GCFS, DWSS	# of DWSS presentations to the GCFS # of partners identified to participate in work group # of work group meetings	
	2.1.2 Identify community partners to participate in a "No Wrong Door" work group.				

	2.1.3 Receive biannual updates from DWSS on “No Wrong Door” and the Master Client Index re: progress, successes, challenges, and any recommendations for how GCFS may assist.			# and list of annual updates provided	
2.2 Support the use of a shared client database among community partners.	2.2.1 Identify existing client database systems and their capabilities; outline systems in use by each agency.	Shared client database tracking spreadsheet	GCFS, DWSS	# of existing client database systems including list of capabilities Type and frequency of database use by community partners # of support strategies identified	Increase funding? Subcommittee suggested not naming the database, but should we?
	2.2.2 Track use of databases quarterly.	Summary of support strategies for increasing use of a shared client database			
	2.2.3 Identify support strategies for increasing use of a shared client database among community partners.				
2.3 Support state agency efforts to implement a ‘one-stop-shop’ system for assistance programs.	2.3.1 Request a presentation from the Office of Community Partnerships and Grants (OCPG) on the “One-Stop-Shop” Hunger Grant(s).	Presentation Meeting minutes Summary of support strategies developed	GCFS, OCPG	# of OCPG presentations to the GCFS # of support strategies identified	
	2.3.2 Identify support strategies for current ‘one-stop-shop’ efforts.				
GROW					
Goal 1: Support initiatives to strengthen Nevada’s food system and increase access to local foods.					
Objective	Activities	Outputs	Leads	Evaluation Measure (Indicator)	Notes

1.1 Conduct an evaluation of Nevada’s food system to identify facilitators and barriers to the production and expansion of local foods, including the use of local foods within the food security network and Nevada institutions.	1.1.1 Identify key partners to contribute to/participate in the evaluation; develop key research question(s).	Nevada Food System Evaluation Final and Summary Reports	UNCE, Urban Seed Foundation, NDA	# and list of key partners identified	Potential collaborations: - Local food policy Councils - Local Health Authorities
	1.1.2 Establish the evaluation methodology.			# and list of key partners participating in the evaluation	
	1.1.3 Identify funding to support the evaluation.			Written evaluation methodology developed	
	1.1.4 Conduct the evaluation of Nevada’s food system.			# and list of funding sources identified	
	1.1.5 Develop a Final and Summary Evaluation Report including recommendations and next steps for strengthening Nevada’s food system.			Food System Evaluation completed (Y/N)	
1.2 Enhance collaboration among state and non-state agencies supporting school gardens and farm-to-school initiatives.	1.2.1 Identify key partners to engage, including all existing school garden/farm-to-school initiatives statewide.	Summary report outlining recommendations for enhancing collaboration	UNCE, Urban Seed Foundation, NDA, NDE	# and list of key partners identified	Potential collaborations: - School Districts/School Wellness Committees/School Wellness Coordinators
	1.2.2 Facilitate data and resource sharing among partners.			# of partners reporting successful data and/or resource sharing	
	1.2.3 Identify opportunities for collaboration.			# and list of collaboration opportunities identified	
	1.2.4 Develop a summary report outlining data and collaboration recommendations.			Completed Collaboration Recommendations Summary Report	

1.3 Develop and implement a statewide media outreach campaign targeting low-income Nevadans promoting Electronic Benefits Transfer (EBT) and farmers market coupons programs.	1.3.1 Identify estimated cost and potential funding sources for a statewide media outreach campaign.	Campaign Scope of Work	Urban Seed Foundation, NDA	List of estimated costs	
	1.3.2 Identify key partners for input and collaboration.	Media campaign		# and list of funding sources identified	
	1.3.3 Establish the campaign's scope and key messages.	Campaign summary		# and list of key partners identified	
	1.3.4 Implement the statewide media outreach campaign.			# and list of key messages established	
	1.3.5 Evaluate the campaign's effectiveness.			Media analytics (reach), including but not limited to: # posts; # likes; # shares; # comments Type and # of target populations reached	

DATA

Goal 1: Establish evaluation and reporting processes to enhance data collection to drive future strategies and track progress in improving food security in Nevada.

Objective	Activities	Outputs	Leads	Evaluation Measure (Indicator)	Notes
1.1 Develop a reporting protocol for the GCFS Annual Report.	1.1.1 Identify data to be included in the Annual Report.	Nevada food security evaluation plan and reporting protocol	GCFS, OFS	# and list of data sources	
	1.1.2 Identify key partners/state agencies which can provide the necessary data.			List of key stakeholders/state agencies per data source	

	1.1.3 Establish and adhere to a reporting timeline.			# of reporting timelines established Reporting timeline met as established (Y/N)	
1.2 Research and establish a methodology for conducting a statewide, comprehensive assessment of the food banks' service network areas, including an analysis of Nevada's food insecure population.	1.2.1 Research Feeding America's <i>Hunger in America Report</i> methodology and other systematic methods for conducting a comprehensive statewide assessment.	Hunger in Nevada Report	Three Square, FBNN	# and list of research methodologies identified List of estimated costs # and list of funding sources identified # and list of key partners to be engaged Completed assessment proposal presented to the GCFS (Y/N, date)	Potential collaborations: - University of Nevada, Las Vegas (UNLV) and University of Nevada, Reno (UNR) Nutrition Departments
	1.2.2 Identify costs and potential funding sources.				
	1.2.3 Develop the assessment proposal for GCFS consideration; make sure to outline the key partners to be engaged and methodology to be used.				
1.3 Develop a Nevada-specific report regarding Social Determinants of Health (SDOH) related to food security.	1.3.1 Identify and compile relevant and reliable data to include in the SDOH report.	Nevada SDOH and Food Security Report	OFS, Dr. Osgood	# and list of data sources identified Completed Nevada SDOH and Food Security Report # of completed reports disseminated List of stakeholders receiving the completed report	Potential collaborations: - UNLV Community Health Sciences (CHS) - UNR CHS
	1.3.2 Develop the Nevada SDOH and Food Security Report using the compiled data.				
	1.3.3 Disseminate the Nevada SDOH report to the GCFS and other policymakers.				

1.4 Support information technology (IT) upgrades making it easier for state nutrition programs to streamline data collection processes.	1.4.1 Identify current IT systems being used and whether an upgrade or replacement is needed.	Nutrition Programs IT Table Summary of strategies to support IT upgrades	GCFS	# and type of IT systems used	This is a tentative objective pending information from our partners. - How many programs? - Different IT systems per program? -Federal program IT requirements?
	1.4.2 Identify recommended systems/system upgrades for each program requiring an upgrade.			# and type of IT systems requiring an upgrade/replacement	
	1.4.3 Identify costs and potential funding sources for recommended upgrade(s).			List of systems/upgrades recommended, by program	
	1.4.4 Identify support strategies for necessary IT upgrades or new systems.			List of estimated costs # and list of funding sources identified to support IT upgrades # of support strategies identified	