Growing Farm to School
and Early Care and
Education in Georgia

Georgia Farm to School Alliance and Georgia
Farm to Early Care and Education Coalition
2021 - 2025 Strategic Plans
Acknowledgements

The strategic plans were made possible thanks to the generous funding provided by the Georgia Department of Public Health and Georgia Organics. The strategic planning process and development of this plan was coordinated by Debbie Kibbe, MS of Georgia Health Policy Center, Abbie Chaddick, MS, RD of Evidence Based Eaters, Diana Myers, MS, RD, LD and Sonja Adams of the Georgia Department of Early Care and Learning, and Kimberly Della Donna of Georgia Organics.

Special thanks to:

The Georgia Farm to School Alliance Steering Committee Members
• Kimberly Della Donna, Chair, Georgia Organics
• Holly Thaw, Co-chair, Georgia Department of Education
• Carmen Daniel, Georgia Department of Public Health
• Misty Friedman, Georgia Department of Agriculture
• Marybeth Hornbeck, UGA Cooperative Extension

The Georgia Farm to Early Care and Education Coalition Steering Committee Members
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• Abbie Chaddick, Co-chair, Evidence Based Eaters
• Diana Myers, Co-chair, Georgia Department of Early Care and Learning
• LaMonika Jones, Georgia Department of Early Care and Learning
• Akia Lewis, Georgia Family Connection Partnership
• Kelcie Silvio, Voices for Georgia’s Children
# Table of Contents

1. Executive Summary:
   - 1.1 - Joint Goals ......................................................................................................................... 4
   - 1.2 - Key Measures of Success ...................................................................................................... 5
   - 1.3 - Equity Vision ....................................................................................................................... 5

2. Welcome:
   - 2.1 - Mission and Vision of the Coalition .................................................................................. 6
   - 2.2 - Mission and Vision of the Alliance .................................................................................... 6

3. History of Farm to Early Care and Education and Farm to School in Georgia
   - 3.1 - Timeline ............................................................................................................................. 7
   - 3.2 - Key Accomplishments from 2017-2020 Strategic Plans ...................................................... 8

4. Goals and Objectives
   - 4.1 - Joint Coalition and Alliance Goals and Objectives .............................................................. 9
   - 4.2 - Coalition Goals and Objectives ........................................................................................ 9
   - 4.3 - Alliance Goals and Objectives ........................................................................................ 13

5. List of Members ............................................................................................................................ 19

6. Appendix
   - A - Stakeholder Engagement Method ....................................................................................... 20
   - B - Equity Definitions ................................................................................................................ 21
Executive Summary

The Georgia Farm to Early Care and Education (ECE) Coalition (Coalition) and Georgia Farm to School Alliance (Alliance) engaged 53 partner organizations including K-12 school staff, ECE professionals, non-profits, health systems, universities, and state agencies (stakeholders) to create the 2021-2025 strategic plans. From November 2020 to May 2021, six individual and joint meetings of Coalition and Alliance members were held virtually, in addition to seven individual and joint steering committee meetings (see Appendix A). An average of 50 attendees participated in the strategic planning joint meetings. In addition to independent strategic plans for each entity, the Coalition and Alliance stakeholders agreed on joint goals and key measures of success to document collective achievement of our strategic plans.

Joint Goals

- Increase the knowledge and understanding of Farm to ECE and Farm to School practices among stakeholders through workshops, webinars and publications.
- Support policy, systems, and environmental changes to institutionalize Farm to School and Farm to ECE.
  - Objective: Achieve Governor declaration of a Georgia Farm to School and Early Care and Education Day.
- Evaluate activities to determine the highest impact strategies that achieve Farm to School and Farm to ECE visions.
Key Measures of Success

To measure success on achievement of strategic planning goals, objectives, and measures, the Alliance and Coalition members will track the following:

<table>
<thead>
<tr>
<th>Topic</th>
<th>Measure(s)</th>
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<tbody>
<tr>
<td>Professional Development</td>
<td>Number of participants in professional learning opportunities</td>
</tr>
<tr>
<td>Membership and Engagement</td>
<td>Number of and growth in active members in Alliance and Coalition quarterly meetings (active: defined as members who attend three or more annual meetings)</td>
</tr>
<tr>
<td>Local Procurement</td>
<td>Number of ECE and K-12 sites that successfully procure local foods</td>
</tr>
<tr>
<td>Resources and Tools</td>
<td>Number of Farm to ECE and Farm to School resources created, disseminated and downloaded</td>
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<tr>
<td>Equity</td>
<td>Integration of health, racial and social equity best practices and priorities into Farm to School and Farm to ECE programming</td>
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<td></td>
<td>Number of members reporting, creating, and disseminating culturally responsive educational resources</td>
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<td></td>
<td>Number of members reporting that their organization’s work addresses racial equity</td>
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<tr>
<td></td>
<td>Number of members participating in racial, health, and/or social equity professional development</td>
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<tr>
<td>Policy and System Changes</td>
<td>Documented policy and/or system changes at the local, regional, and state level</td>
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</tbody>
</table>

Equity Vision

Alliance and Coalition members identified **equity as a critical priority**. Members agree that together we hold collective potential to advance equity statewide by supporting access to healthy, fresh and affordable foods and culturally responsive nutrition education for all children and families. We will integrate health, food, racial, and social equity (defined in Appendix B) in Farm to School and Farm to ECE through awareness, collaboration, and action among our partners and stakeholders.
Welcome

The Georgia Farm to Early Care and Education (ECE) Coalition and Georgia Farm to School Alliance members share a strong commitment to child health and wellness and desire to support vibrant local food systems. Our best and most cherished attribute is our membership - the dedicated stakeholders in Georgia’s child nutrition, education, and health sectors who work to achieve the vision of the Coalition and Alliance.

The goals and objectives included in these strategic plans were created collaboratively by members from July 2020 through May 2021 (see Appendix A). Despite the challenges, the COVID-19 pandemic inspired renewed investment among members to create equity focused plans that will increase access to fresh foods, educational opportunities, and community connections statewide.

We proudly offer the Georgia Farm to School Alliance and Farm to ECE Coalition 2021-2025 Strategic Plans to achieve our independent and common goals.

Sonja Adams, Abbie Chaddick, Diana Myers
Co-chairs of the Georgia Farm to ECE Coalition

Kimberly Della Donna, Holly Thaw
Co-chairs of the Georgia Farm to School Alliance

The Georgia Farm to School Alliance Established in 2012

Vision: The Farm to School model will be seen as the best way to equitably connect cafeterias, classrooms, and communities to enhance the health and development of Georgia’s students.

Mission: Our mission is to engage Farm to School stakeholders by providing resources, professional development, and recognition programs to increase the awareness, access, and consumption of locally grown food in school meals and beyond.

The Georgia Farm to Early Care and Education Coalition Established in 2015

Vision: All Georgia early learners and their families have equitable access to nourishing, local food.

Mission: Our mission is to cultivate partnerships among early care environments, farmers and community partners to increase local food access, strengthen nutrition education, and improve health equity for families.

Instead of hampering efforts, the COVID-19 pandemic inspired renewed investment among members to create equity focused plans that will increase access to fresh food, food education and community connections statewide.
History of Farm to Early Care and Education and Farm to School in Georgia

Georgia benefits from a long history of state and local partnerships in Farm to School (FTS) and Farm to Early Care and Education (ECE).

- **2007**: Georgia FTS efforts are established by Georgia Organics with a focus on K-12.

- **2010**: The first Georgia FTS Summit is held in Athens in conjunction with the Georgia Organics Conference.

- **2011**: Georgia Department of Agriculture launches the Feed my School for a Week Program for K-12 Students.

- **2012**: The Georgia FTS Alliance is established by the Georgia Departments of Agriculture, Public Health, and Education, Georgia Organics, the Food Bank of Northeast Georgia, the University of Georgia Cooperative Extension Service, Captain Planet Foundation, HealthMPowers, and the USDA Food and Nutrition Service, Southeast Regional Office.

- **2013**: Georgia Organics launches the first “October FTS Month” campaign: Lettuce Try It!

- **2013**: Georgia Department of Early Care and Learning (DECAL), Georgia Department of Public Health, and Georgia Organics host the state’s first Farm to Preschool Summit for childcare providers.

- **2014**: Georgia Organics and the Georgia Departments of Agriculture, Education and Public Health form the “Golden Radish Award Committee” and launch the Golden Radish Awards, a statewide, FTS best practices recognition award.

- **2014**: The Georgia FTS Alliance releases the first Georgia FTS Strategic Plan.

- **2014**: Georgia DECAL offers the state’s first Farm to ECE mini-grants for early child care programs through a Team Nutrition grant.

- **2015**: Georgia Farm to ECE Coalition begins to meet quarterly and creates the Georgia Farm to ECE Strategic Plan.

- **2017**: UGA Extension joins the Golden Radish Award Committee.

- **2017**: W.K. Kellogg Foundation grants over $1 million for Farm to ECE programming in Georgia. Quality Care for Children, Common Market Georgia, Voices for Georgia’s Children, Little Ones Learning Center, and Georgia Organics establish the Learning Collaborative with 33 Early Care programs.

- **2018**: Commissioner Amy Jacobs presents the “Baby” Golden Radish Award, recognizing Farm to ECE efforts in school-based pre-K programs alongside other state agency leaders.

- **2020**: The Georgia FTS Alliance and Georgia Farm to ECE Coalition collaborate on 2021-2025 strategic plans for Georgia.

- **2021**: The Georgia FTS Alliance and Georgia Farm to ECE Coalition host the 8th Georgia FTSand Farm to ECE Summit coordinated by Georgia DECAL and Georgia Organics.
Key Accomplishments from the 2017-2020 Strategic Plans

- Hosted 267 attendees from 60 Georgia counties at the 2017 Georgia FTS Summit.
- Hosted 275 attendees from 63 Georgia counties at the 2019 Georgia FTS and Farm to ECE Summit.
- The Georgia Departments of Agriculture, Early Care and Learning, and Education and Quality Care for Children collaborated on Georgia’s Harvest of the Month calendars.
- Georgia Farm to ECE Coalition members led 92 training sessions for 3,500 attendees providing 82.5 clock hours of approved professional development.
- HealthMPowers convened a working group to finalize the Georgia Nutrition and Physical Activity Assessment, a statewide technical assistance tool.
- DECAL and Georgia Organics collaborated to create the Local Food for Little Eaters in Georgia Procurement Guide and Getting Started: Georgia Farm to ECE Guide.
- During the 2017-2018 school year, school districts reported $24 million in local purchases. During the 2019-2020 school year, school districts reported $59 million in local purchases.
- Golden Radish Awardee districts increased from 57 in 2017 to 90 in 2019.
- The number of Georgia school districts committed to FTS activities in district-wide policies and procedures increased from 43 districts in 2017 to 68 districts in 2019.
- Georgia school gardens increased from 885 in 2017 to 1406 in 2019.
- Georgia school districts reported serving over 119 million locally grown meals in 2019, an increase of 67% over the 39 million locally grown meals served in 2016.
Goals and Objectives

Joint Coalition and Alliance Goals and Objectives

During the strategic planning process, members identified several areas of alignment across the Coalition and Alliance plans. Group discussion and prioritization led the Coalition and Alliance members to agree to work together on the following joint goals:

- Increase the knowledge and understanding of Farm to Early Care and Education (ECE) and Farm to School practices among stakeholders through workshops, webinars and publications.
- Support policy, systems, and environmental changes to institutionalize Farm to School and Farm to ECE.
- Objective: Achieve Governor declaration of a Georgia Farm to School and Early Care and Education Day.
- Evaluate activities to determine the highest impact strategies that lead to achievement of the Farm to School and Farm to ECE visions.

Georgia Farm to Early Care and Education Strategic Plan 2021-2025 Goals and Objectives

<table>
<thead>
<tr>
<th>Goal 1. Increase the understanding and knowledge of Farm to ECE among childcare providers through workshops, webinars, and articles</th>
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<tbody>
<tr>
<td><strong>OBJECTIVES</strong></td>
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<tr>
<td>A</td>
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## Goal 2. Grow and strengthen the network of the Georgia Farm to ECE community

<table>
<thead>
<tr>
<th>OBJECTIVES</th>
<th>ACTION ITEMS</th>
<th>MEASURES</th>
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</thead>
</table>
| **A** Engage Farm to ECE Coalition members through purposeful collaboration showcasing member programs and successes, sharing resources, and peer learning opportunities. | Use Coalition meetings as a platform for sharing and engagement. | Number of partners highlighted at Coalition meetings  
Number of best practices and/or resources shared during meetings  
Number of peer-led sessions hosted by Coalition members. |
| **B** Increase diversity of organizations participating in the Coalition. | Recruit representatives of state and local government funded programs, including Early Head Start, Head Start, Women Infants and Children (WIC), Supplemental Nutrition Assistance Program (SNAP-Ed), National School Lunch Program (NSLP), Summer Food Service Program (SFSP) and Child and Adult Care Food Program (CACFP). Recruit representatives from community based organizations, including religious organizations, parent groups, grassroots advocacy leaders, and farmers. | Number of representatives from state or local government funded programs recruited  
Number of representatives from community-based organizations recruited |
<table>
<thead>
<tr>
<th>OBJECTIVES</th>
<th>ACTION ITEMS</th>
<th>MEASURES</th>
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</thead>
<tbody>
<tr>
<td><strong>A</strong></td>
<td>Create opportunities for providers, parents, farmers, and community stakeholders to share best practices and solutions to inform Coalition members’ policy objectives.</td>
<td>Design Coalition led learning experiences that ensure peer sharing and promote the adoption of best practices.</td>
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<td>Conduct member surveys at meetings regarding new best practices or strategies adopted.</td>
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<td>Gather information about state agency nutrition policies and priorities that are identified for action during the legislative session.</td>
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<tr>
<td><strong>B</strong></td>
<td>Provide content for Coalition members and providers to integrate Farm to ECE into their organizational policies, practices, and goals.</td>
<td>Develop or identify Farm to ECE content appropriate for integration at the state level, within Coalition member organizations, and at local level (individual providers, sites, and centers).</td>
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<td>Disseminate Farm to ECE content for the state, district and local level.</td>
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<tr>
<td><strong>C</strong></td>
<td>Coalition members will support ECE providers to adopt policy, systems, and/or environmental change strategies (PSE) to strengthen Farm to ECE.</td>
<td>Members will provide evidence-informed and culturally-responsive resources to support PSE change.</td>
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<td>Members will provide technical assistance on Farm to ECE related PSE change.</td>
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<td><strong>D</strong></td>
<td>Align Farm to ECE within existing ECE standards, requirements, and systems.</td>
<td>Incentivise Farm to ECE through a new or existing recognition program.</td>
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<td>Identify opportunities to align Farm to ECE with federal, state, and local regulations and standards.</td>
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### Goal 4. Increase access to locally grown food in programs serving young learners and their families

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<thead>
<tr>
<th>OBJECTIVES</th>
<th>ACTION ITEMS</th>
<th>MEASURES</th>
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<tbody>
<tr>
<td>A</td>
<td>Convene farmers, businesses, state agencies, and early care food purchasers to provide networking and education on local food procurement.</td>
<td>Design a slide template and session facilitation guide based on the Local Food to Early Care Solutions report that can be used by members. Host one virtual convening annually to highlight best practices and success stories in local ECE procurement and facilitate networking.</td>
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<tr>
<td>B</td>
<td>Support integration of local food into early care programs.</td>
<td>Disseminate the Local Food to Early Care Solutions report through members including state organizations. Document and/or map connections made by members between ECE providers and local farmers.</td>
</tr>
<tr>
<td>C</td>
<td>Provide education on best practices to integrate local food into USDA Child Nutrition Programs.</td>
<td>Disseminate USDA guidance on local food procurement in the Child and Adult Care Food Program and Summer Food Service Program. Disseminate Georgia resources on local food procurement in early care.</td>
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## Georgia Farm to School Alliance

### Strategic Plan 2021-2025 Goals and Objectives

#### Goal 1. Support integration of Farm to School (FTS) into district-wide policies and/or procedures

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<thead>
<tr>
<th>OBJECTIVES</th>
<th>ACTION ITEMS</th>
<th>MEASURES</th>
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</thead>
<tbody>
<tr>
<td><strong>A</strong></td>
<td>Coordinate and promote recognition and award programs to encourage FTS policies and procedures statewide.</td>
<td>Provide press release templates to school districts to increase awareness, generate support and share best practices.</td>
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<td>Provide award recognition templates to school districts to recognize school level FTS achievements and best practice adoption.</td>
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<td>Collect FTS best practices from K-12 schools annually (i.e. SHAPE, Golden Radish).</td>
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<td><strong>B</strong></td>
<td>Promote adoption and dissemination of FTS models and best practices through communications (social media, professional development, etc.) and technical assistance.</td>
<td>Create and share a general slide deck with FTS best practices for all Alliance members to use.</td>
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<td>Design specific GA FTS hashtag.</td>
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<td>Share best practices in newsletters and on social media with GA FTS hashtag.</td>
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<td>Offer networking, learning and sharing opportunities biennially by presenting at the Georgia Farm to School Summit.</td>
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<td>Present and publish a minimum of four, 30 minute “Lunch and Learn” recorded webinars sharing best practices with FTS stakeholders.</td>
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<td>Publish a guidance document and provide technical assistance to school district wellness committees to support integration of FTS language into district wellness policies</td>
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</table>
### Goal 2. Develop and support strategies to increase local food procurement

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<thead>
<tr>
<th>OBJECTIVES</th>
<th>ACTION ITEMS</th>
<th>MEASURES</th>
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</thead>
</table>
| **A** Connect schools and farmers through annual facilitated networking events (virtual or in-person). | Provide at least one opportunity annually for school food purchasers, farmers, and/or distributors of diverse backgrounds (race, gender, geographical, cultural, and/or experiential) to come together for networking with the intention of creating local purchasing relationships. | Number of farmers in networking events  
Number of school personnel in networking events  
Number of facilitated networking events  
Number of connections made between small and/or BIPOC farmers and schools  
Number of farmers in attendance at school nutrition procurement training sessions |
| **B** Document and promote adoption of innovative models for local food distribution to be shared with the FTS community. | Publish information on innovative local food distribution models in newsletters and on social media.  
Incorporate models of innovative local food distribution models in procurement training presentations.  
Share stories of schools implementing innovative local food distribution models in newsletters and on social media. | Track number of citations that report innovative local food distribution models  
Number of times distribution models are disseminated for/by members (via resources, social media posts, etc.)  
Number of local distribution models adopted. |
| **C** Promote local food procurement and consumption among FTS stakeholders. | Share stories of schools procuring local food, showcasing local farmers, local products, school nutrition staff efforts, and student responses, in newsletters and on social media with hashtag.  
Share stories of schools offering taste tests in school meals, classrooms and out-of-school programs in newsletters and on social media.  
Incorporate taste test guidance in school nutrition FTS training workshops. | Number of stories published in newsletters and on social media (track by hashtag)  
Number of FTS training workshops that include taste test guidance |
### Goal 3. Increase stakeholders’ understanding of farming, food systems, and nutrition concepts

<table>
<thead>
<tr>
<th>OBJECTIVES</th>
<th>ACTION ITEMS</th>
<th>MEASURES</th>
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</thead>
<tbody>
<tr>
<td><strong>A</strong> Recruit diverse leaders, partners and members to create, promote and/or deliver resources with FTS lesson plans and activities.</td>
<td>Assess current activities and assets of target communities to ensure: - engagement with community practitioners/experts - delivery and sharing of local expertise Alliance members to suggest new members of diverse experience, culture and expertise to recruit for membership during the survey portion of each quarterly meeting.</td>
<td>Track number of recruited leaders, partners and members Number of visits to member websites to access FTS resources Number of FTS resources downloaded from member websites Number of FTS lesson plans or activities that are delivered by partners</td>
</tr>
<tr>
<td><strong>B</strong> Promote and disseminate farm, food system and nutrition resources through social media channels that are culturally-responsive and align with best practices.</td>
<td>Share links to resources in newsletters and on social media with a Georgia FTS hashtag.</td>
<td>Number of social media posts using the common hashtag</td>
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<tr>
<td>Goal 4. Alliance members will develop and disseminate FTS related professional development</td>
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<tr>
<td><strong>OBJECTIVES</strong></td>
<td><strong>ACTION ITEMS</strong></td>
<td><strong>MEASURES</strong></td>
</tr>
<tr>
<td>A</td>
<td>Provide at least one quarterly opportunity to Alliance members with professional development (PD) content</td>
<td>Conduct polls at each Alliance quarterly meeting to identify issues, knowledge gaps, and professional development opportunities of interest to FTS Alliance members.</td>
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<td>Based on member’s topic requests, offer one (PD) opportunity quarterly at meetings or through “Lunch and Learns.”</td>
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<td>Evaluate member PD experience by conducting a post PD zoom poll with scale question: “1-5 How valuable did you find this PD experience?”</td>
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<td>Evaluate member likelihood of implementation and potential collective impact by conducting a post PD zoom poll with scale question: “1-5 Which learning activity from this meeting or training would you be most likely to implement?”</td>
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<td>B</td>
<td>Members collectively and independently provide education and training for farmers, nutrition directors, and school staff on procedures for local purchases.</td>
<td>Provide at least one opportunity annually for school food purchasers, farmers, school staff and fresh food distributors of diverse backgrounds (race, gender, geographical, cultural, and/or experiential) to come together for peer learning of best practices in local procurement.</td>
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<td>Post-training/PD workshop: Members to request participant’s permission to share contact info with Alliance for meeting notification and membership development.</td>
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<td>Conduct a post-training survey that gathers Alliance collective impact data to support annual reporting to Alliance.</td>
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<tr>
<td>C</td>
<td>Members collectively and independently provide education and training for farmers, nutrition directors, and school staff on procedures for food safety.</td>
<td>Members to provide on-farm, food safety workshops in the context of FTS for farmers.</td>
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<td>Members to provide school food safety training and technical assistance for school nutrition staff.</td>
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<td>Members to provide at least one opportunity annually for school food purchasers, farmers, and school staff of diverse backgrounds (race, gender, geographical, cultural, and/or experiential) to come together for peer learning of best practices in food safety.</td>
</tr>
<tr>
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<td>Conduct a post-training survey that gathers Alliance collective impact data to support annual reporting to Alliance.</td>
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<td>Post-training/PD workshop: Members to request participant’s permission to share contact info with Alliance for meeting notification and membership development.</td>
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<tr>
<td>D</td>
<td>Members collectively and independently provide education and training for nutrition staff on fresh food preparation, recipe and menu development, and locally grown food promotion.</td>
<td>Members to offer culinary skills, recipe and menu development, and FTS promotion training to school nutrition staff. Conduct a post-training survey that gathers Alliance collective impact data to support annual reporting to Alliance. Post-training/PD workshop: Members to request participant’s permission to share contact info with Alliance for meeting notification and membership development</td>
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<tr>
<td>E</td>
<td>Members collectively and independently provide education and training for educators on the use and adoption of FTS curricula.</td>
<td>Members to offer FTS training for teachers and community educators on standards-based farm to school curriculum. Conduct a post-training survey that gathers Alliance collective impact data to support annual reporting to Alliance. Post-training/PD workshop: Members to request participant’s permission to share contact info with Alliance for meeting notification and membership development</td>
</tr>
<tr>
<td>F</td>
<td>Members collectively and independently provide education and training for school staff and educators on creating a school garden team, and building, maintaining, and sustaining a school garden.</td>
<td>Members to offer garden education and garden team building training for school staff and educators. Conduct a post-training survey that gathers Alliance collective impact data to support annual reporting. Post-training/PD workshop: Members to request participant’s permission to share contact info with Alliance for meeting notification and membership development.</td>
</tr>
<tr>
<td>Objective Area</td>
<td>Objective Details</td>
<td>Action Items</td>
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<tr>
<td><strong>A</strong></td>
<td>Maintain and expand participation and engagement among stakeholders in FTS meetings, workshops, and other opportunities.</td>
<td>Use Alliance meetings as peer learning opportunities, showcasing one member organization at each meeting, highlighting FTS best practices, sharing new member resources and initiatives, and celebrating member successes. Include member benefits in presentations, communications, etc. Create an incentive for active engagement, such as “The Active Member” award. Recruit representatives from community based organizations, including religious organizations, parent groups, grassroots advocacy leaders, and farmers to participate in the Alliance.</td>
</tr>
<tr>
<td><strong>B</strong></td>
<td>Promote submission of and document participation in FTS education sessions, posters and/or presentations at conferences.</td>
<td>Collect member data on presentation of FTS content at conferences and events at each quarterly meeting.</td>
</tr>
<tr>
<td><strong>C</strong></td>
<td>Adopt formal governance and parliamentary procedures, including a diverse and representative leadership team with terms.</td>
<td>Review Alliance structure with members to consider alternative structure, foster new ‘buy-in’ and inspire new interest in leadership roles. Update structure of Steering Committee member elections. Focus 2021-2022 quarterly meetings on refreshing governance of Steering Committee.</td>
</tr>
<tr>
<td><strong>D</strong></td>
<td>Engage in FTS evaluation to document completion of strategic plan priorities and collective impact.</td>
<td>Create and adopt a uniform post-training survey for member use to collect annual reporting data. Review and update annual member impact survey to identify and ensure strategic planning priorities are included. Review and update annual member impact survey to identify and ensure collective impact measures.</td>
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Members of the Georgia Farm to Early Care and Education Coalition and/or Georgia Farm to School Alliance

A Kids World
Amerigroup
Athens Land Trust
Atlanta Harvest
Black Child Development Institute - Atlanta
Captain Planet Foundation
Centers for Disease Control and Prevention (CDC)
Children’s Healthcare of Atlanta
Children’s Museum of Atlanta
Common Market Southeast
ECE Directors Network
Emory University
ESP Head Start Inc.
Federation of Southern Cooperatives
Fernbank Science Center
FoodCorps Georgia
Georgia 4-H
Georgia Agricultural Education
Georgia Association for the Education of Young Children
Georgia Association of Conservation Districts
Georgia Child Care Association
Georgia DECAL Foundation
Georgia Department of Early Care and Learning
Georgia Department of Education
Georgia Department of Public Health
Georgia Department of Agriculture
Georgia Early Education Alliance for Ready Students
Georgia Family Connection Partnership
Georgia Farm Bureau
Georgia FCCLA
Georgia Foundation for Agriculture
Georgia Head Start Collaboration Office
Georgia Health Policy Center
Georgia Organics
Georgia School Nutrition Association
HealthMPowers
Kaiser Permanente
Lina Lane’s Learning Center
Little Ones Learning Center
Muscogee County School District
My Little Geniuses
Organwise Guys
Pre-K Preparatory Academy
Professional Family Childcare Association of Georgia
Quality Care for Children
Royal Food Service

Key:
Green: Georgia Farm to Early Care and Education Coalition Member
Yellow: Georgia Farm to School Alliance Member
Brown: Member of both the Georgia Farm to School Alliance and Georgia Farm to Early Care and Education Coalition

Savannah Chatham County Public Schools
Sheltering Arms
Small Bites Adventure Club
Southern Crescent Technical College
Southwest Georgia Project
Turnip Truck
United Way of Greater Atlanta
University of Georgia
University of Georgia Cooperative Extension
USDA Food and Nutrition Services
Southeast Regional Office
Voices for Georgia’s Children
Stakeholder Engagement Method

The 2021-2025 Georgia Farm to Early Care and Education (ECE) Coalition (Coalition) and Georgia Farm to School Alliance (Alliance) strategic planning process was facilitated by Debra Kibbe, Senior Research Associate, Georgia Health Policy Center, Abbie Chaddick, Principle, Evidence Based Eaters, and the steering committees of the Coalition and Alliance. The following process was used to engage members and design the plan.

Stakeholder Engagement
- Reviewed and updated Coalition and Alliance member lists
- Engaged in strategic recruitment to ensure representation from diverse stakeholders
- Encouraged members to invite other members of their organization and/or stakeholder groups underrepresented or not represented
- Requested input on meeting times and days of the week to maximize attendance

Planning Timeline
- Strategic planning timeline was established and communicated to stakeholders frequently to ensure clear expectations
- Created meeting schedule for steering committees, joint Coalition and Alliance meetings, and individual meetings

Meeting Design
The following meeting design principles were applied to each meeting:
- Engaged Leadership - steering committee members and key stakeholders facilitated meetings and breakout sessions
- Attendance - Highlighted organization attendance at each meeting to demonstrate diversity of participants
- Virtual Sharing and Networking - ice breaker, organizational sharing, and humor used during virtual meetings to encourage interaction
- Stakeholder Input - breakout session design included facilitator, notetaker, facilitation guide with clear objectives, and a full group report out of work progress
- Member and Activity Highlights - meetings contained general Farm to ECE and/or Farm to School updates, a success story, or a member highlight to give participants a “break” from strategic planning
- Building Block Process - each meeting involved a review of progress. Example: members brainstormed the vision and mission during a meeting, it was then refined by the steering committees, and the improved version presented to membership.

Implementation
Successful implementation of the Coalition and Alliance strategic plans will require:
- Full and active support from the steering committee members,
- Effective communication by the backbone organization on actions and progress, and
- Active member involvement in the implementation of and reporting progress on objectives and key performance measures

For each goal and objective, the steering committee and members will agree on the following:
- The timeframe for achieving each goal
- Will all goals take all five years or can some be achieved within one or two years?
- The timeframe for each objective including considerations for:
  - The objectives that will take all five years to complete
  - The objectives that will be achieved in year one, in year two, etc.
  - The objectives that will be repeated each year
- Clear delineation of “quick completion” or “quick win” objectives that will be completed in 2021 is a priority
- The stakeholders that will be reporting progress on each goal and each objective including the measures that will be reported and the timing for the reporting.

A plan for communicating progress on each plans’ goals and objectives as well as joint goals and objectives will be established. Ensuring the strategic plans are an agenda item on each quarterly meeting and progress is reported internally and externally is a critical priority for both member engagement and statewide recognition.
Equity Definitions

Racial Equity

Racial equity will be achieved when:

- The distribution of resources and opportunities is neither determined nor predicted by race, racial bias or racial ideology.
- The structures, systems, practices, and cultural narratives in society provide true situational fairness and equal opportunity.
- There is a commitment to dismantle the false narrative of white supremacy and address the legal, political, social, cultural and historical contributors to inequity.
- Families and individuals are able to thrive and flourish in the intersections of all aspects of their identity, including race, religion, gender, orientation, ability, and socioeconomic background.
- The most vulnerable communities in society have access to mechanisms to achieve social mobility and voice in naming their reality, describing how these systems of oppression play out, and developing solutions which draw upon their assets.
- All people, cultures and identities are equally valued and recognized under the belief that strength comes through the diversity and expression of our shared humanity.

Sources: Race Forward - https://www.raceforward.org; Aspen Institute on Community Change

Food Equity

Food equity is the concept that all people will have the ability and opportunity to grow, to purchase, and/or to consume healthful, affordable, and culturally significant foods. An equitable food system enables all community members to grow, procure, barter, trade, sell, dispose and understand the sources of food in a manner that prioritizes culture, equitable access to land, fair and equitable prices and wages, human health, and ecological sustainability. Food equity requires that food systems be democratically controlled and community stakeholders determine the policies that influence their food system.

A. On the food production side, equity concerns include:

- Wages and working conditions of people producing food at every step along the food chain—from farm to restaurant and grocery store
- Access to the means of food production (including access to land, to production subsidies, and to capital)
- Protection from food production-related environmental contamination (such as air and water pollution, pesticide contamination, and noxious odors)

B. On the food distribution side, equity concerns focus on the fact that many people lack sufficient access to healthy food options due to:

- Poverty,
- Geographical considerations,
- Exploitive marketing, and
- Potential stigma associated with participation in government-sponsored food programs.


Source: University of Buffalo Global Health Equity, Food Equity

Health Equity

Health equity is the attainment of the highest level of health for all people. Health equity means that every person has an opportunity to achieve optimal health regardless of:

- The color of their skin
- Level of education
- Gender identity
- The job they have
- The neighborhood they live in
- Whether or not they have a disability