



# **Growing Farm to School and Early Care and Education in Georgia**

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





LITTLE LAMBS IN GWINNETT COUNTY

## Acknowledgements

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### 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

- **Sonja Adams**, Co-chair, Georgia Department of Early Care and Learning
- **Abbie Chaddick**, Co-chair, Evidence Based Eaters
- **Diana Myers**, Co-chair, Georgia Department of Early Care and Learning
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- **Akia Lewis**, Georgia Family Connection Partnership
- **Kelcie Silvio**, Voices for Georgia's Children



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## Executive Summary

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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.



TEE TEE'S DAYCARE IN LOWNDES COUNTY

## 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:

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



### 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.

MY LITTLE GENIUSES IN COBB COUNTY



# 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**



WAYNE COUNTY SCHOOL SYSTEM

## 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.

LITTLE ONE'S LEARNING CENTER IN CLAYTON COUNTY

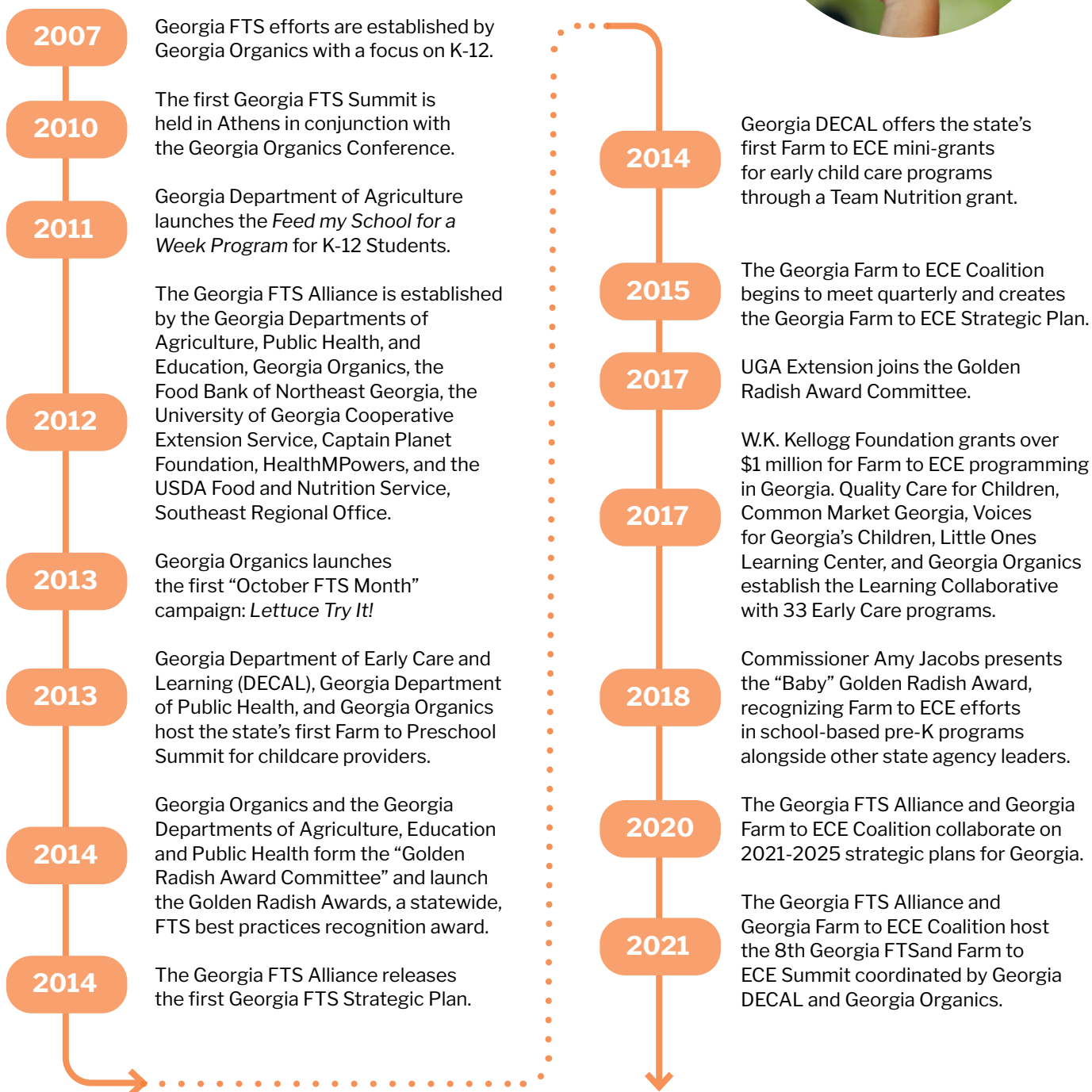


**Instead of hampering efforts, the COVID-19 pandemic inspired renewed investment among members to create equity focused plans that will increase access to fresh food, food education and community connections statewide.**



# 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)





MIS PEQUEÑOS ANGELES IN GWINNETT COUNTY

## 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

MIS PEQUEÑOS ANGELES  
IN GWINNETT COUNTY

Goal 1. Increase the understanding and knowledge of Farm to ECE among childcare providers through workshops, webinars, and articles			
OBJECTIVES		ACTION ITEMS	MEASURES
A	Provide evidence-informed and culturally-appropriate Farm to ECE content at 40 statewide trainings, workshops, and existing conferences.	<p>Invite five or more ECE providers, farmers, and/or distributors of diverse backgrounds (race, gender, geographical, cultural, and/or experiential) to present or co-present at Farm to ECE sessions.</p> <p>Offer at least one annual opportunity for providers to network to share resources, opportunities and challenges.</p> <p>Assist in disseminating resources for October Farm to School Month.</p> <p>Provide training on how providers can use Farm to ECE to meet the Georgia Nutrition and Physical Activity Assessment indicators.</p>	<p>Number of diverse ECE providers, farmers and/or distributors who present Farm to ECE content</p> <p>Number of networking opportunities for providers</p> <p>Number of trainings that support providers in connecting their Farm to ECE programs with Georgia Nutrition and Physical Activity Assessment goals</p> <p>Number of times that members share October Farm to School Month via social media or their websites</p>
B	Create and maintain a centralized location for all Georgia Farm to ECE resources.	<p>Identify and provide content for the <a href="#">DECAL Farm to ECE website</a>.</p> <p>Update the existing Farm to ECE presentation slide deck available for use by Coalition members.</p> <p>Place Farm to ECE presentation slide template and content on a shared drive for Coalition members.</p>	<p>Number of Farm to ECE resources viewed annually</p> <p>Number of Farm to ECE content uploaded annually</p>

## Goal 2. Grow and strengthen the network of the Georgia Farm to ECE community

OBJECTIVES		ACTION ITEMS	MEASURES
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.	<p>Number of partners highlighted at Coalition meetings</p> <p>Number of best practices and/or resources shared during meetings</p> <p>Number of peer-led sessions hosted by Coalition members.</p>
B	Increase diversity of organizations participating in the Coalition.	<p>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).</p> <p>Recruit representatives from community based organizations, including religious organizations, parent groups, grassroots advocacy leaders, and farmers.</p>	<p>Number of representatives from state or local government funded programs recruited</p> <p>Number of representatives from community-based organizations recruited</p>



Goal 3. Support system and policy change to strengthen Farm to ECE in Georgia			
OBJECTIVES		ACTION ITEMS	MEASURES
A	Create opportunities for providers, parents, farmers, and community stakeholders to share best practices and solutions to inform Coalition members' policy objectives.	<p>Design Coalition led learning experiences that ensure peer sharing and promote the adoption of best practices.</p> <p>Conduct member surveys at meetings regarding new best practices or strategies adopted.</p> <p>Gather information about state agency nutrition policies and priorities that are identified for action during the legislative session.</p>	<p>Number of experiences that showcase best practices for providers</p> <p>Number of surveys conducted to inform Coalition strategies</p> <p>Number of policies and/or priorities identified by Georgia state agencies</p>
B	Provide content for Coalition members and providers to integrate Farm to ECE into their organizational policies, practices, and goals.	<p>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).</p> <p>Disseminate Farm to ECE content for the state, district and local level.</p>	<p>Number of Farm to ECE related policies adopted by ECE sites using the Georgia Nutrition and Physical Activity Assessment tool</p> <p>Number of Farm to ECE related policies adopted by Coalition members</p>
C	Coalition members will support ECE providers to adopt policy, systems, and/or environmental change strategies (PSE) to strengthen Farm to ECE.	<p>Members will provide evidence-informed and culturally-responsive resources to support PSE change.</p> <p>Members will provide technical assistance on Farm to ECE related PSE change.</p>	<p>Number of Farm to ECE related evidence submitted as documentation by ECE sites using the Georgia Nutrition and Physical Activity Assessment tool</p> <p>Number of members providing technical assistance related to PSE change</p>
D	Align Farm to ECE within existing ECE standards, requirements, and systems.	<p>Incentivise Farm to ECE through a new or existing recognition program.</p> <p>Identify opportunities to align Farm to ECE with federal, state, and local regulations and standards.</p>	<p>Create or modify recognition program rubric that aligns with Farm to ECE best practices and state standards</p> <p>Develop a proposal for integrating Farm to ECE into Georgia's revised Quality Rated system</p> <p>Number and type of federal, state, and local opportunities identified</p>



**Goal 4. Increase access to locally grown food in programs serving young learners and their families**

OBJECTIVES		ACTION ITEMS	MEASURES
A	Convene farmers, businesses, state agencies, and early care food purchasers to provide networking and education on local food procurement.	<p>Design a slide template and session facilitation guide based on the Local Food to Early Care Solutions report that can be used by members.</p> <p>Host one virtual convening annually to highlight best practices and success stories in local ECE procurement and facilitate networking.</p>	<p>Number of times the template and facilitation guide are used to host workshops</p> <p>Number of attendees at the procurement convenings</p> <p>Post-evaluation workshop results</p>
B	Support integration of local food into early care programs.	<p>Disseminate the Local Food to Early Care Solutions report through members including state organizations.</p> <p>Document and/or map connections made by members between ECE providers and local farmers.</p>	<p>Number of report copies disseminated (downloads or copies printed)</p> <p>Number of ECE providers reporting local food procurement</p>
C	Provide education on best practices to integrate local food into USDA Child Nutrition Programs.	<p>Disseminate USDA guidance on local food procurement in the Child and Adult Care Food Program and Summer Food Service Program.</p> <p>Disseminate Georgia resources on local food procurement in early care.</p>	<p>Number of resources viewed or downloaded</p>



## 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			
OBJECTIVES		ACTION ITEMS	MEASURES
A	Coordinate and promote recognition and award programs to encourage FTS policies and procedures statewide.	<p>Provide press release templates to school districts to increase awareness, generate support and share best practices.</p> <p>Provide award recognition templates to school districts to recognize school level FTS achievements and best practice adoption.</p> <p>Collect FTS best practices from K-12 schools annually (i.e. SHAPE, Golden Radish).</p>	<p>Number of recognitions awarded annually</p> <p>Number of resources distributed electronically or hard copy used for implementation of FTS strategies (i.e. local procurement guidance, taste test strategies, guidance on integrating FTS concepts through education curriculum and school activities)</p>
B	Promote adoption and dissemination of FTS models and best practices through communications (social media, professional development, etc.) and technical assistance.	<p>Create and share a general slide deck with FTS best practices for all Alliance members to use.</p> <p>Design specific GA FTS hashtag.</p> <p>Share best practices in newsletters and on social media with GA FTS hashtag.</p> <p>Offer networking, learning and sharing opportunities biennially by presenting at the Georgia Farm to School Summit.</p> <p>Present and publish a minimum of four, 30 minute “Lunch and Learn” recorded webinars sharing best practices with FTS stakeholders.</p> <p>Publish a guidance document and provide technical assistance to school district wellness committees to support integration of FTS language into district wellness policies</p>	<p>Number of times models and best practices are disseminated and referenced in written materials or presentations (articles, social media posts, newsletters, award ceremonies, peer-to-peer learning events, “Lunch and Learn” webinars, inclusion in training and technical assistance provided to schools)</p> <p>Number of attendees at the biennial Georgia Farm to School Summit</p> <p>Number of attendees at each “Lunch and Learn” webinar</p> <p>Number of downloads of school district wellness policy guidance document</p>



## Goal 2. Develop and support strategies to increase local food procurement

OBJECTIVES		ACTION ITEMS	MEASURES
A	Connect schools and farmers through annual facilitated networking events (virtual or in-person).	<p>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.</p> <p>Invite Georgia farmers of diverse backgrounds (race, gender, geographical, cultural, and/or experiential) to present or co-present at all school nutrition procurement training sessions.</p>	<p>Number of farmers in networking events</p> <p>Number of school personnel in networking events</p> <p>Number of facilitated networking events</p> <p>Number of connections made between small and/or BIPOC farmers and schools</p> <p>Number of farmers in attendance at school nutrition procurement training sessions</p>
B	Document and promote adoption of innovative models for local food distribution to be shared with the FTS community.	<p>Publish information on innovative local food distribution models in newsletters and on social media.</p> <p>Incorporate models of innovative local food distribution models in procurement training presentations.</p> <p>Share stories of schools implementing innovative local food distribution models in newsletters and on social media.</p>	<p>Track number of citations that report innovative local food distribution models</p> <p>Number of times distribution models are disseminated for/by members (via resources, social media posts, etc.)</p> <p>Number of local distribution models adopted.</p>
C	Promote local food procurement and consumption among FTS stakeholders.	<p>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.</p> <p>Share stories of schools offering taste tests in school meals, classrooms and out-of-school programs in newsletters and on social media.</p> <p>Incorporate taste test guidance in school nutrition FTS training workshops.</p>	<p>Number of stories published in newsletters and on social media (track by hashtag)</p> <p>Number of FTS training workshops that include taste test guidance</p>





### Goal 3. Increase stakeholders' understanding of farming, food systems, and nutrition concepts

OBJECTIVES		ACTION ITEMS	MEASURES
A	Recruit diverse leaders, partners and members to create, promote and/or deliver resources with FTS lesson plans and activities.	<p>Assess current activities and assets of target communities to ensure:</p> <ul style="list-style-type: none"> <li>engagement with community practitioners/experts</li> <li>delivery and sharing of local expertise</li> </ul> <p>Alliance members to suggest new members of diverse experience, culture and expertise to recruit for membership during the survey portion of each quarterly meeting.</p>	<p>Track number of recruited leaders, partners and members</p> <p>Number of visits to member websites to access FTS resources</p> <p>Number of FTS resources downloaded from member websites</p> <p>Number of FTS lesson plans or activities that are delivered by partners</p>
B	Promote and disseminate farm, food system and nutrition resources through social media channels that are culturally-responsive and align with best practices.	Share links to resources in newsletters and on social media with a Georgia FTS hashtag.	Number of social media posts using the common hashtag



**Goal 4. Alliance members will develop and disseminate FTS related professional development**

OBJECTIVES		ACTION ITEMS	MEASURES
A	Provide at least one quarterly opportunity to Alliance members with professional development (PD) content	<p>Conduct polls at each Alliance quarterly meeting to identify issues, knowledge gaps, and professional development opportunities of interest to FTS Alliance members.</p> <p>Based on member's topic requests, offer one (PD) opportunity quarterly at meetings or through "Lunch and Learns."</p> <p>Evaluate member PD experience by conducting a post PD zoom poll with scale question: "1-5 How valuable did you find this PD experience?"</p> <p>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?"</p>	<p>Number of PD priorities identified by members</p> <p>Number of PD opportunities presented</p> <p>Number of topics in PD opportunities</p> <p>Tracking the type of PD opportunities and number of attendees at each type of meeting</p> <p>Post training results from members</p>
B	Members collectively and independently provide education and training for farmers, nutrition directors, and school staff on procedures for local purchases.	<p>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.</p> <p>Post-training/PD workshop: Members to request participant's permission to share contact info with Alliance for meeting notification and membership development.</p> <p>Conduct a post-training survey that gathers Alliance collective impact data to support annual reporting to Alliance.</p>	<p>Number of trainings</p> <p>Number of attendees at trainings</p> <p>Relevant Georgia Grown measures</p>
C	Members collectively and independently provide education and training for farmers, nutrition directors, and school staff on procedures for food safety.	<p>Members to provide on-farm, food safety workshops in the context of FTS for farmers.</p> <p>Members to provide school food safety training and technical assistance for school nutrition staff.</p> <p>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.</p> <p>Conduct a post-training survey that gathers Alliance collective impact data to support annual reporting to Alliance.</p> <p>Post-training/PD workshop: Members to request participant's permission to share contact info with Alliance for meeting notification and membership development.</p>	<p>Number of on-farm and school food-safety trainings</p> <p>Number of attendees at trainings</p> <p>Number of ServSafe certifications awarded</p> <p>Number of farmer/school food purchaser peer learning events on the topic of food-safety</p>

D	Members collectively and independently provide education and training for nutrition staff on fresh food preparation, recipe and menu development, and locally grown food promotion.	<p>Members to offer culinary skills, recipe and menu development, and FTS promotion training to school nutrition staff.</p> <p>Conduct a post-training survey that gathers Alliance collective impact data to support annual reporting to Alliance.</p> <p>Post-training/PD workshop: Members to request participant's permission to share contact info with Alliance for meeting notification and membership development</p>	<p>Number of trainings</p> <p>Number of attendees at trainings</p> <p>Number of downloads from Harvest of the Month website</p>
E	Members collectively and independently provide education and training for educators on the use and adoption of FTS curricula.	<p>Members to offer FTS training for teachers and community educators on standards-based farm to school curriculum.</p> <p>Conduct a post-training survey that gathers Alliance collective impact data to support annual reporting to Alliance.</p> <p>Post-training/PD workshop: Members to request participant's permission to share contact info with Alliance for meeting notification and membership development</p>	<p>Number of educators trained on using FTS curricula</p> <p>Post training responses on likelihood of adoption/implementation of FTS lessons</p>
F	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.	<p>Members to offer garden education and garden team building training for school staff and educators.</p> <p>Conduct a post-training survey that gathers Alliance collective impact data to support annual reporting.</p> <p>Post-training/PD workshop: Members to request participant's permission to share contact info with Alliance for meeting notification and membership development.</p>	<p>Number of trainings on school gardening</p> <p>Number of people trained in school gardening</p> <p>Number of school gardens developed</p> <p>Number of schools committed to establishing a school garden team</p>





Goal 5. Maintain and nurture a strong Alliance including leadership, members and potential members to achieve the FTS vision			
OBJECTIVES		ACTION ITEMS	MEASURES
A	Maintain and expand participation and engagement among stakeholders in FTS meetings, workshops, and other opportunities.	<p>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.</p> <p>Include member benefits in presentations, communications, etc.</p> <p>Create an incentive for active engagement, such as “The Active Member” award.</p> <p>Recruit representatives from community based organizations, including religious organizations, parent groups, grassroots advocacy leaders, and farmers to participate in the Alliance.</p>	<p>Number of stakeholder events</p> <p>Number of new attendees at each event</p>
B	Promote submission of and document participation in FTS education sessions, posters and/or presentations at conferences.	<p>Collect member data on presentation of FTS content at conferences and events at each quarterly meeting.</p>	<p>Track the number of FTS centered presentations, education sessions, presentations, abstracts, etc. given by members at any conferences or engagements</p>
C	Adopt formal governance and parliamentary procedures, including a diverse and representative leadership team with terms.	<p>Review Alliance structure with members to consider alternative structure, foster new 'buy-in' and inspire new interest in leadership roles.</p> <p>Update structure of Steering Committee member elections.</p> <p>Focus 2021-2022 quarterly meetings on refreshing governance of Steering Committee.</p>	<p>Document terms of office for Steering Committee members</p> <p>Document process for voting for Steering Committee members.</p> <p>Document operations guidelines (checklist for quarterly meetings, alternating terms of office, odd number of steering committee members, define areas where membership or leadership will vote on specific decisions)</p>
D	Engage in FTS evaluation to document completion of strategic plan priorities and collective impact.	<p>Create and adopt a uniform post-training survey for member use to collect annual reporting data.</p> <p>Review and update annual member impact survey to identify and ensure strategic planning priorities are included.</p> <p>Review and update annual member impact survey to identify and ensure collective impact measures.</p>	<p>Number of members providing impact data for collective reporting</p> <p>Number of data points provided</p>

# 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**



MORGAN COUNTY CHARTER SCHOOL SYSTEM

## 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**

<b>Strategic Planning Meeting Schedule of the Coalition and Alliance</b>	
<b>November 2020</b>	
<b>Nov. 17:</b> Alliance member meeting	
<b>Nov. 20:</b> Joint Coalition and Alliance Steering Committee meeting	
<b>December 2020</b>	
<b>Dec. 9:</b> Joint Coalition and Alliance member meeting	
<b>January 2021</b>	
<b>Jan. 13:</b> Coalition Steering Committee meeting	
<b>Jan. 15:</b> Alliance Steering Committee meeting	
<b>February 2021</b>	
<b>Feb. 10:</b> Coalition member meeting	
<b>Feb. 18:</b> Alliance member meeting	
<b>Feb. 19:</b> Joint Coalition and Alliance Steering Committee meeting	
<b>March 2021</b>	
<b>Mar. 3:</b> Health Equity Training for Coalition and Alliance members	
<b>Mar. 10:</b> Joint Coalition and Alliance member meeting	
<b>April 2021</b>	
Coalition Steering Committee finalizes goals and objectives	
Alliance Steering Committee finalizes goals and objectives	
<b>May 2021</b>	
<b>May 12:</b> Joint Coalition and Alliance Steering Committee meeting	
<b>June 2021</b>	
<b>June 9:</b> Joint Coalition and Alliance member meeting and release of strategic plans	

## 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

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.

### 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



# 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



## 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

**Sources:** Georgia Department of Public Health; Centers for Disease Control and Prevention –Division of Community Health. A Practitioner's Guide for Advancing Health Equity: Community Strategies for Preventing Chronic Disease. Atlanta, GA: US Department of Health and Human Services; 2013.



## 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