

STATE FARM TO SCHOOL POSITIONS GUIDE

Covers farm to school positions at state agencies
and university Extension through April 2018

PUBLISHED | MAY 2018



NATIONAL
FARM to SCHOOL
NETWORK

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Acknowledgments

This toolkit was developed with information and inspiration provided by [National Farm to School Network Core and Supporting Partners](#) who serve as leaders in farm to school efforts in states and territories across the country. The state farm to school positions featured in this resource were collected from information provided by the National Farm to School Network Core and Supporting Partners through April 2018, and the authors acknowledge there may be changes and additions since that time.

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We thank our farm to school partners: Rick Sherman (Oregon Department of Education), Katherine Pfeiffer (South Carolina Department of Agriculture), Amy Weaver (South Carolina Department of Health and Environmental Control), Lorin Fahrmeier (University of Missouri Extension), and Stephanie Heim (University of Minnesota Extension) for contributing valuable information for the case studies. A special thank you to Johanna Herron (Alaska Department of Agriculture) and Stephanie Heim (University of Minnesota Extension) for providing feedback on the entire resource in its final stages of review.

The creation of this toolkit was supported in part by the Newman's Own Foundation Fellowship Program and the W.K. Kellogg Foundation.

The National Farm to School Network is an information, advocacy and networking hub for communities working to bring local food sourcing, school gardens, and food and agriculture education into schools and early care and education settings. Learn more at www.farmtoschool.org.

A light blue outline map of the United States, including the 50 states and the District of Columbia, serves as the background for the entire page. The map is centered and covers the entire area.

INTRODUCTION

What is Farm to School?

Farm to school implementation differs by location but always includes one or more of the following:

CORE ELEMENTS OF FARM to SCHOOL

School Gardens

Students learn about food, agriculture, and nutrition through gardening.



Education

Students participate in educational activities related to food, agriculture, and nutrition.

Procurement

Schools purchase, serve, and promote local foods in their cafeterias.

Why Farm to School?

Farm to school benefits everyone involved—children, farmers, and communities.



KIDS WIN.

Farm to school provides children with nutritious, high quality local food so they are ready to learn and grow. Farm to school activities enhance their education through hands-on learning about food, agriculture, and nutrition.



FARMERS WIN.

Farm to school can serve as a significant financial opportunity for farmers, fishers, ranchers, food processors, and food manufacturers by opening doors to an institutional market worth billions of dollars.



COMMUNITIES WIN.

Farm to school benefits everyone from students, teachers, and administrators to parents and farmers, providing opportunities to build family and community engagement. Buying from local producers and processors creates new jobs and strengthens the local economy.

For more information, review the [Benefits of Farm to School](#) fact sheet.

State Farm to School Positions

As the farm to school movement has grown through state efforts and leadership, so too has the need and opportunity for increased state agency and university Extension participation. The National Farm to School Network (NFSN) prioritizes a three-pronged approach for state level initiatives to advance farm to school:

1. [advocacy for state farm to school policies](#)
2. [development of state farm to school networks](#), and
3. investments in farm to school positions at state agencies and in university Extension programs.

In response to the growing demand for farm to school guidance and leadership, many states have created coordinator positions - housed in state agencies or university Extension offices - to support farm to school activities and relationships, and to guide statewide movement building. In addition to offering state level leadership and coordination, many state agency and Extension positions provide training, technical assistance, and non-formal educational programs to facilitate farm to school implementation.

With a devoted position and committed staff time, farm to school activities and statewide network development can flourish. Established positions make farm to school initiatives more visible, prevalent, and cohesive across a state. Many positions provide multi-level support, not only growing state level capacity and commitment to farm to school but also offering programming and resources for ground level implementation. State farm to school positions can also be key in propelling forward other

state level approaches by providing support for state level advocacy and spearheading state farm to school networks.

Across the 50 states, Washington, D.C., and U.S. territories, there are 157 farm to school positions (part-time and full-time), with 98 housed in state agencies and 59 in university Extension offices. The majority of state agency positions are based in Departments of Agriculture and Departments of Education. Positions based in Departments of Health, Social Services, and Environment also exist, though are not as common. Although some of these positions are funded through legislation, in many cases, they have come through administrative authority or amendments to an agency's or university Extension office's scope of work. Some positions are supported through state and federal grant funds.

NFSN has long recognized and advocated for codified farm to school positions in both federal and state agencies. NFSN's early advocacy efforts in this arena resulted in the creation of the [Office of Community Food Systems](#) (OCFS) as an established office with devoted farm to school positions within the U.S. Department of Agriculture (USDA). OCFS is now a vital partner in advancing farm to school and shares NFSN's goal to institutionalize farm to school through state-level positions. OCFS provides a [list](#) of state agency positions supporting farm to school on their website, and the office created a [memo](#) on how to use State Administrative Expense funds to support such positions. Additionally, state agencies can apply through the [USDA Farm to School Grant Program](#) to fund state positions.

How to Use this Resource

NFSN offers this resource as a tool for increasing the number of state farm to school positions in state agencies and university Extension programs across the country. Through this resource, NFSN partners and stakeholders will find the information they need to strategically advocate for the creation of more of these positions, including insight into the process of position creation and the benefits of

these roles. In this resource, farm to school stakeholders will find a list of existing state farm to school positions - both in state agencies and in university Extension offices - four state case studies, an analysis of the current landscape of state farm to school positions, and sample job descriptions for some of the positions featured in the resource.

List of State Farm to School Positions

NFSN collected the following information about state farm to school positions from our Core and Supporting Partners, and it is current to the best of our knowledge as of April 2018. We acknowledge the details below may have changed since this information was collected. For corrections or additions, please contact us at info@farmtoschool.org.

States with Agency Positions

Dept. of Agriculture	Dept. of Education	Dept. of Health
Alabama	Arizona	Arizona
Alaska	California	Georgia
California	Colorado	Missouri
Colorado	Connecticut	New York
Connecticut	Georgia	North Carolina
Florida	Illinois	South Carolina
Georgia	Indiana	Vermont
Hawai'i	Kansas	
Iowa	Maine	
Kentucky	Maryland	
Maine	Massachusetts	
Maryland	Minnesota	
Massachusetts	Mississippi	
Michigan	Missouri	
Mississippi	Montana	
Missouri	Nebraska	
Nevada	New Hampshire	
New Jersey	New Mexico	
New York	New York	
North Carolina	North Carolina	
North Dakota	North Dakota	
Oklahoma	Oregon	
Oregon	Pennsylvania	
Pennsylvania	South Carolina	
South Carolina	Tennessee	
Texas	U.S. Virgin Islands	
Vermont	Utah	
Virginia	Vermont	
Washington	Virginia	
West Virginia	Washington, D.C.	
Wisconsin	West Virginia	
	Wisconsin	
	Wyoming	

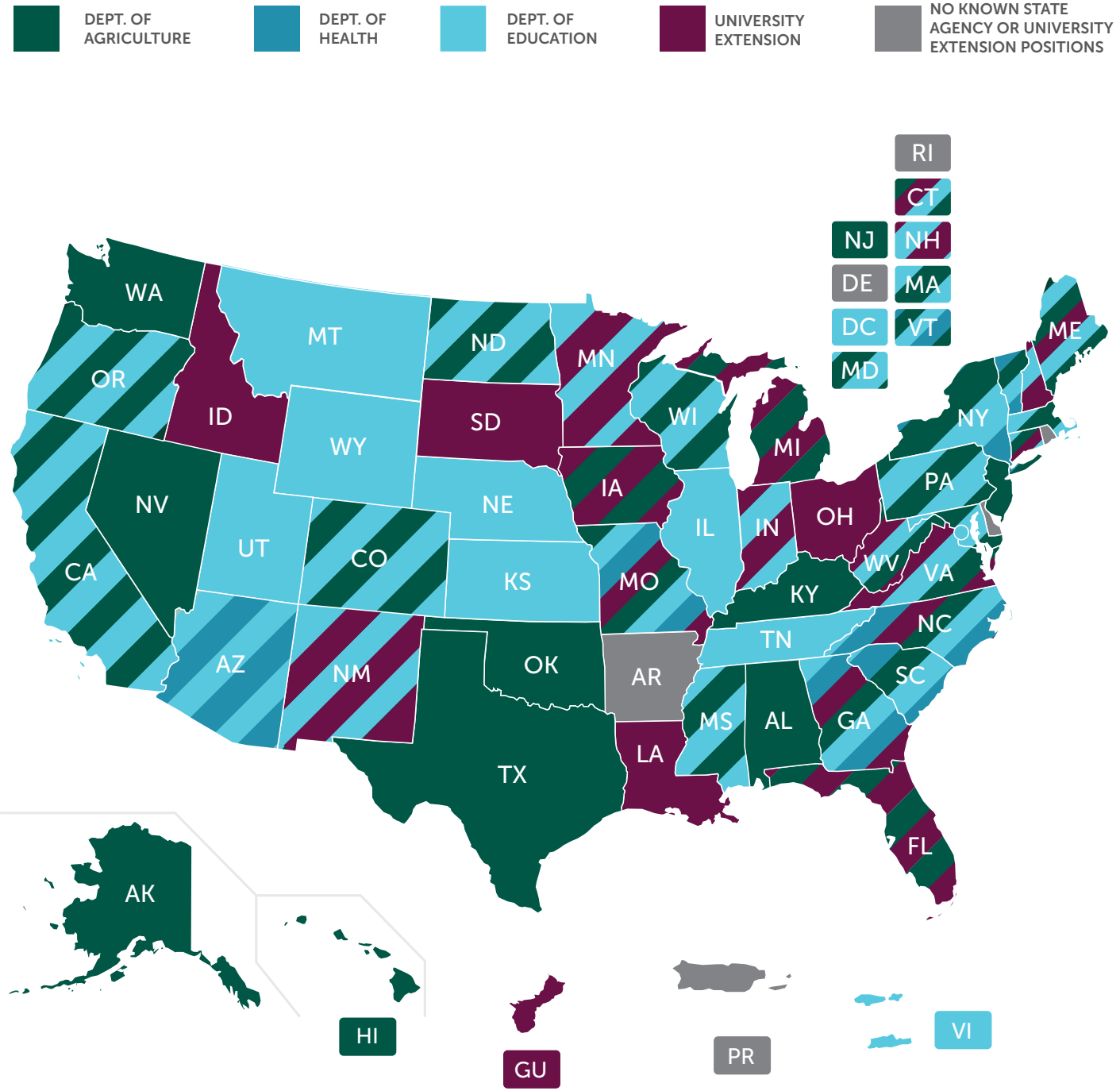
States with University Extension Positions

Arizona	Iowa	New Mexico
Connecticut	Louisiana	North Carolina
Florida	Maine	Ohio
Georgia	Michigan	South Dakota
Guam	Minnesota	Virginia
Idaho	Missouri	West Virginia
Indiana	New Hampshire	

Credit: Chelsey Simpson



US Map of State Farm to School Positions



State Agency Positions

Alabama

Position: Farm to School Coordinator

Agency: Department of Agriculture and Industries

Farm to School FTE: 1.5

Year created: 2012

Description: This position is the point person for all farm to school activity in the state. See section with Sample Job Descriptions at the end of this toolkit.

Alaska

Position: Farm to School Program Coordinator

Agency: Division of Agriculture, Department of Natural Resources

Farm to School FTE: 1.0

Year created: July 2010

Description: This position focuses on school gardens, agriculture education, nutrition education, cooking demonstrations/chef visits, farm field trips, school meals, salad bars, school snacks (including FFVP), food safety, garden to cafeteria, food systems (supply, processing, distribution), procurement, policy, professional development, curriculum, and a state-level grant program.

**The program was cut in FY16 with the position retained with no general fund support. The position is funded through interagency receipts and federal grants.*

Arizona

Position: Farm to School & School Garden Specialist

Agency: Department of Education

Farm to School FTE: 0.25

Year created: 2011

Description: This position was funded through State Administrative Expense (SAE) funds but is now supported through the state's food distribution programming.

Position: AZ Health Zone Food Systems Specialist

Agency: Department of Health Services

Farm to School FTE: 1.0

Year created: 2016

Description: AZ Health Zone (formerly Arizona Nutrition Network) is the State SNAP-Ed Program for Arizona. See section with Sample Job Descriptions at the end of this toolkit.

Arkansas

No state agency farm to school positions.

California

Position: Farm to Fork Director

Agency: Department of Food and Agriculture

Farm to School FTE: 0.3

Year created: 2013

Description: This position is currently funded by a variety of sources (California Department of Public Health, USDA Farm to School Grant, and USDA Specialty Crop Block Grant).

Position: Farm to School Program Manager

Agency: Department of Food and Agriculture

Farm to School FTE: 0.85

Year created: 2013

Description: This position is currently funded by a variety of sources (California Department of Public Health, USDA Farm to School Grant, and USDA Specialty Crop Block Grant).

**This position is not filled as of March 2018.*

Position: Program Coordinator

Agency: Department of Food and Agriculture

Farm to School FTE: 1.0

Year created: 2013

Description: This position is currently funded by a variety of sources (California Department of Public Health, USDA Farm to School grant, and USDA Specialty Crop Block grant).

**This position is not filled as of March 2018.*

Position: Nutrition Education Consultant

Agency: Department of Education

Farm to School FTE: 0.25

Year created: Intermittent since 2000

Description: This position is meant to provide technical assistance and consultative services to schools, school districts, county offices of education, teacher education institutions, child care agencies, and governmental and community organizations in developing, coordinating, and implementing the nutrition goals of the State Superintendent of Public Instruction's Team California for Healthy Kids initiative and the Healthy, Hunger-Free Kids Act of 2010 provisions, such as local school wellness policies, meal pattern requirements, access to fresh fruits and vegetables, quality meals, and other state and federal initiatives such as the smarter lunchroom movement, local procurement, California Grown Grant, and farm to fork.

Colorado

Position: Farm to School Coordinator, Task Force

Agency: Department of Agriculture

Farm to School FTE: 0.2

Year created: 2010

Description: This position supports farmer awareness for farm to school and includes support for the state's Farm to Fork program.

**This position is not filled as of March 2018.*

Position: Farm to School Coordinator, Task Force

Agency: Department of Education

Farm to School FTE: 0.25

Year created: 2010

Description: This position supports farmer awareness for farm to school and includes support for the state's Farm to Fork program.

Connecticut

Position: Marketing and Inspection Representative

Agency: Department of Agriculture

Farm to School FTE: 0.2

Year created: 2006

Description: This position supports farmer awareness for farm to school and includes support for CT's Farm to Chef program.

Position: Associate Education Consultant

Agency: Department of Education

Farm to School FTE: 0.1

Year created: 2006

Description: This position focuses on training and on supporting school food service directors in their farm to school programming (including CT Grown for CT Kids Week in early October).

Delaware

No state agency farm to school positions.

Florida

Position: Outreach Coordinator - Farm to School

Agency: Department of Agriculture and Consumer Services

Farm to School FTE: 0.5

Year created: January 2016

Description: A part-time focus on farm to school activities.

Georgia

Position: School Nutrition Coordinator

Agency: Department of Agriculture

Farm to School FTE: 1.0

Year created: Unknown

Description: Unknown

Position: Farm to School Specialist

Agency: Department of Education

Farm to School FTE: 0.5

Year created: December 2017

Description: This position provides technical assistance, training, and support to school nutrition staff for implementing farm to school programs.

Position: Nutrition Health Educator

Agency: Department of Early Care and Learning

Farm to School FTE: 0.25

Year created: 2015

Description: This position supports farm to early care and education in Georgia's early child care settings.

Position: Project Manager

Agency: Department of Public Health

Farm to School FTE: 0.5

Year created: Unknown

Description: Georgia Shape project manager.

**This work is supported by multiple people within the agency.*

Guam

No state agency farm to school positions.

Hawai'i

Position: Farm to School Coordinator

Agency: Department of Agriculture

Farm to School FTE: 1.0

Year created: 2015

Description: This position is tasked with establishing and implementing a farm to school program per Act 218 (SLH 2015), to work in collaboration with stakeholders to address the issues of supply, demand, procurement, and consumption of Hawai'i-grown foods across the State. [Farm to school legislation](#) established the position. See section with Sample Job Descriptions at the end of this toolkit.

Idaho

No state agency farm to school positions.

Illinois

Position: Farm to School Contact

Agency: State Board of Education

Farm to School FTE: 0.1

Year created: 2009

Description: The farm to school contact is a resource for schools that have inquiries regarding farm to school and can assist or refer individuals to the correct staff person for assistance with their specific needs.

Indiana

Position: Wellness Specialist

Agency: Department of Education

Farm to School FTE: 0.5

Year created: 2012

Description: This position has many responsibilities relating to school nutrition and farm to school.

Iowa

Position: Farm to School Coordinator

Agency: Department of Agriculture and Land Stewardship

Farm to School FTE: 0.7

Year created: 2007

Description: Focuses on school gardens, agriculture education, nutrition education, school meals, salad bars, school snacks (including FFVP), food safety, garden to cafeteria, food systems (supply, processing, distribution), food hubs, procurement, policy, and a state-level grant program.

Position: Marketing Specialist

Agency: Department of Agriculture and Land Stewardship

Farm to School FTE: 0.7

Year created: 2007

Description: This person mostly works on farm to school tasks but also does some work with organics, and creates market development and promotions for growers (of horticultural crops).

Kansas

Position: Child Nutrition Consultant

Agency: Department of Education

Farm to School FTE: 0.1

Year created: May 2012

Description: Focuses on school gardens, nutrition education, cooking demonstrations/chef visits, school meals, salad bars, school snacks (including FFVP), food safety, garden to cafeteria, procurement, and professional development.

Kentucky

Position: Administrative Branch Manager

Agency: Department of Agriculture

Farm to School FTE: 1.0

Year created: 2017

Description: The position focuses on Farm to School, Junior Chef, Chefs in Schools, and the Senior Farmers Market Nutrition Program. Areas include but are not limited to school gardens, agriculture education, nutrition education, cooking demonstrations, chef visits, recipe development, food systems (supply, processing, distribution), procurement, professional development, curriculum, elderly nutrition education, and state-level grant programs.

Louisiana

No state agency farm to school positions.

Maine

Position: Child Nutrition Consultant

Agency: Department of Education

Farm to School FTE: 0.1

Year created: 2013

Description: This position works to coordinate with the NFSN Core Partner and statewide network; leads the annual Farm to School Cook-Off wherein food service directors compete in a cooking competition utilizing local foods.

Position: Division Director for Market Development & Technical Assistance

Agency: Maine Department of Agriculture, Conservation and Forestry

Farm to School FTE: 0.1

Year created: Reclassification in 2017/Combined with multiple roles

Description: This position works to coordinate with the NFSN Core Partner and statewide network; assists with funding support efforts, event planning, and support, and connecting the network to farmers and producers in agriculture. Serve as a leadership role and DACF liaison with Maine Farm to School Network, Maine School Garden Network, and Maine Agriculture in the Classroom Board.

Maryland

Position: Agriculture Marketing Specialist

Agency: Department of Agriculture

Farm to School FTE: 0.25

Year created: 2008

Description: Plan, develop, and execute marketing and agribusiness development projects to promote the production, distribution, and consumption of Maryland agricultural products. Meet with agricultural industry associations to plan, organize, develop, and implement market infrastructure improvements, financing, promotional campaigns, exhibitions, shows, demonstrations, merchandising programs, etc. Write promotional material, educational literature, public presentations, news releases, reports, etc. regarding Maryland agricultural products and opportunities and distribute to producers, potential buyers, and interested constituents through appropriate educational and marketing venues; respond to media inquiries. Work with individual and cooperative businesses to develop plans to help meet key standards (such as Good Agricultural Practices, organic, planning and zoning, and health requirements). This position existed prior to 2008, but Farm to School was added when [the Jane Lawton Farm-to-School Program was passed](#) in 2008.

Position: Select Nutrition Initiatives Specialist

Agency: Department of Education

Farm to School FTE: 0.25

Year created: 2011

Description: This position is meant to meet with partners to promote and expand Maryland Farm to School. Conducts annual trainings for Local Education Authorities on meal quality, farm to school regulations, and program updates. Meets with partners to develop and implement "Maryland Homegrown School Lunch Week." Increased focus on Homegrown School Lunch Week during August and September. Develop and conduct presentations for state and national farm to school/Child Nutrition Programs as requested/assigned. Conduct research on meal quality and local agriculture to promote initiatives.

Massachusetts

Position: Farmers' Market Program Coordinator, Agricultural Markets

Agency: Department of Agricultural Resources

Farm to School FTE: 0.1

Year created: 2001

Description: This is a position within the Agricultural Markets division of the Department of Agricultural Resources. Farm to School represents 0.1 FTE of the full job description.

Position: Child Nutrition Program Specialist

Agency: Department of Elementary and Secondary Education

Farm to School FTE: 0.25

Year created: 2015

Description: Unknown

Michigan

Position: Farm to School Point Person/Coordinator

Agency: Department of Agriculture and Rural Development

Farm to School FTE: 0.25

Year created: 2012

Description: This position focuses in the areas of policy, obesity reduction, farm to school, and food safety efforts related to food and agriculture.

Minnesota

Position: Farm to School

Agency: Department of Education

Farm to School FTE: Collective effort by a team

Year created: 2010

Description: Attends farm to school leadership team meetings, provides technical assistance to schools and partners, advocates for farm to school during administrative reviews, conducts local procurement trainings, and promotes farm to school month and other farm to school activities

Mississippi

Position: Agribusiness Programs Coordinator

Agency: Department of Agriculture and Commerce

Farm to School FTE: 0.25

Year created: Unknown

Description: Unknown

Position: Farm to School Coordinator

Agency: Department of Education

Farm to School FTE: 1.0

Year created: 2016

Description: The MDE/OCN Farm to School Coordinator is responsible for coordinating with school districts and private/non-profit organizations on details for farm to school activities as it relates to school gardens. The coordinator maintains a farm to school curriculum that provides details on starting a school garden, develop and implement curriculums, and performs outreach activities in schools and or local community. It is important that the OCN Coordinator works closely with farms/farmers in the surrounding MS area.

Missouri

Position: Farm to Table Coordinator

Agency: Department of Agriculture

Farm to School FTE: 0.25

Year Created: Position was originally created in 2014 from grant funding, but a full time salaried position was created in 2016 for a Farm to Table Coordinator position.

Description: Active in several pilot projects throughout the state in relation to proteins being used in school meals and increased farm procurement in hospital and correctional settings. Current projects include local beef and metrics work.

Position: Nutrition Specialist

Agency: Department of Health and Senior Services, Community Health and Wellness

Farm to School FTE: 0.5

Year Created: 2015

Description: This position serves as farm to school lead, provides technical assistance, and coordinates culinary skills training. Currently, the Nutrition Specialist oversees two USDA Team Nutrition training grants. One grant focuses on early childhood and the other on K-12 students. Both grants incorporate training pieces that include an introduction to farm to school and steps attendees can take to further their farm to school goals.

Position: Nutrition Specialist

Agency: Department of Health and Senior Services, Community Health and Wellness

Farm to School FTE: 0.5

Year Created: 2015

Description: This position manages the USDA Team Nutrition training grant that is currently focused on farm to preschool.

Position: Project Specialist

Agency: Department of Health and Senior Services, Community Health and Wellness

Farm to School FTE: 0.25

Year Created: 2017

Description: This position provides training, technical assistance, and curriculum development for farm to preschool.

Position: Nutrition Procurement Specialist

Agency: Department of Elementary and Secondary Education

Farm to School FTE: 0.35

Year Created: 2014

Description: Has a strong focus on procurement and sometimes works on other farm to school activities within the state as they arise.

Montana

Position: Farm to School Coordinator

Agency: Department of Public Instruction, Team Nutrition Program

Farm to School FTE: 1.0

Year created: 2014

Description: The Montana Farm to School Coordinator works on behalf of Montana Office of Public Instruction and Montana Team Nutrition Program, which is housed at Montana State University. The Farm to School Coordinator is responsible for providing training and guidance for farm to school across Montana, developing and coordinating programs and resources, and collecting and sharing farm to school success stories. The Coordinator facilitates the Montana Farm to School Leadership Team and statewide programs such as Montana Harvest of the Month and Montana Crunch Time, and acts as the main contact point for farm to school in Montana.

Nebraska

Position: Farm to School Coordinator

Agency: Department of Education

Farm to School FTE: 0.5

Year created: 2017

Description: Assists with developing deliverables for expanding participation in child nutrition programs of farm to school, farm to early care and education, and farm to summer activities across the state. This position provides associated training and technical assistance, as well as oversees grant activities when applicable.

Nevada

Position: Program Officer, State Level Coordinator

Agency: Department of Agriculture

Farm to School FTE: 0.25

Year created: 2015

Description: Provides technical assistance and training on farm to school.

New Hampshire

Position: Farm to Preschool

Agency: Department of Education

Farm to School FTE: 0.5

Year created: Unknown

Description: Funded through USDA reallocation dollars, focused on farm to preschool activities and initiatives.

New Jersey

Position: Farm to School Program Coordinator

Agency: Department of Agriculture, Food and Nutrition Division

Farm to School FTE: 1.0

Year created: 2015

Description: Oversees all aspects of New Jersey's farm to school program, farm to preschool, and farm to summer.

Position: Farm to School Coordinator

Agency: Department of Agriculture

Farm to School FTE: 1.0

Year created: 2015

Description: Funded through State Administrative Expenses funds.

Position: Farm to School Coordinator

Agency: Department of Agriculture

Farm to School FTE: 1.0

Year created: 2015

Description: Funded through State Administrative Expense funds.

**This position is held by two different individuals.*

New Mexico

Position: Nutritionist/Farm to School Specialist

Agency: Public Education Department

Farm to School FTE: 0.5

Year created: 2018

Description: In process of development as of March 2018.

New York

Position: Public Health Representative

Agency: Department of Agriculture and Markets

Farm to School FTE: 0.3

Year created: June 2013

Description: This position helps to oversee some farm to school events and surveys.

Position: Public Health Nutritionist

Agency: New York State Department of Health, Child & Adult Care Food Program

Farm to School FTE: 0.5 FTE, 0.9 FTE, and 1.0 FTE (total FTEs for each of three staff managing the EWPHCCS grants)

Year created: 2013 (first position) and 2017 (second and third positions)

Description: Three positions funded by CACFP State Administrative Expense funds to provide contract management for the statewide Eat Well Play Hard Child Care Settings (EWPHCCS) initiative, for which the farm to preschool initiative is a component.

Position: Food Service Director

Agency: Department of Education

Farm to School FTE: 0.2

Year created: 2010

Description: Works on school gardens, nutrition education, cooking demonstrations/chef visits, farm field trips, school meals, salad bars, school snacks (including FFVP), food safety, garden to cafeteria, food systems (supply, processing, distribution), food hubs, procurement, policy, curriculum, and a state-level grant program.

North Carolina

Position: Marketing Specialist

Agency: Department of Agriculture and Consumer Services

Farm to School FTE: 0.4

Year created: 2011

Description: Manages the marketing of NCDA's farm to school state procurement/distribution program.

Position: Division Director

Agency: Department of Agriculture and Consumer Services

Farm to School FTE: 0.125

Year created: 1997

Description: Division Director of Food Distribution Division, which includes farm to school state procurement/distribution program.

Position: Nutrition Consultant

Agency: Department of Public Instruction

Farm to School FTE: 0.5

Year created: Unknown

Description: Supports child nutrition and farm to school.

Position: Nutrition Program Consultant, Children and Youth Branch

Agency: Department of Health and Human Services; Division of Public Health

Farm to School FTE: 0.1

Year created: Unknown

Description: Farm to school not specified in position description. Position supports nutrition for infants, children, and adolescents (birth - 21) including farm to school and farm to ECE.

Position: Nutrition Program Consultant, Nutrition Services Branch (CACFP)

Agency: Department of Health and Human Services; Division of Public Health

Farm to School FTE: 0.1

Year created: 2012

Description: Provides resources to CACFP institutions statewide interested in incorporating local, seasonal foods into child care menus, develops materials and trainings which include farm to ECE. Steering committee member for the NC Farm to Preschool Network. Farm to ECE is one of the "special initiatives" for the NC CACFP Training and Policy Team.

North Dakota

Position: Assistant Director

Agency: Department of Public Instruction

Farm to School FTE: Unknown

Year created: Unknown

Description: Unknown

Position: Assistant Director

Agency: Department of Agriculture

Farm to School FTE: 0.2

Year created: Unknown

Description: Unknown

Ohio

No state agency farm to school positions.

Oklahoma

Position: Farm to School Administrator

Agency: Department of Agriculture, Food and Forestry

Farm to School FTE: 1.0

Year created: 2006

Description: This position was created by the [Oklahoma Farm to School Program Act](#).

Oregon

Position: Farm to School/School Garden Coordinator

Agency: Department of Education

Farm to School FTE: 1.0

Year created: 2008

Description: The primary responsibilities of this position are to support the Oregon Department of Education in implementing [ORS 336.431](#) and [HB 2649](#) by providing content management of the Farm to School and School Garden Program and overall leadership and coordination of activities by working with state and local governmental and non-governmental partners to increase utilization of Oregon fresh and processed food, and promote school garden-based educational activities in school districts that participate in the USDA National School Lunch Program (NSLP) or School Breakfast Program (SBP). It is the key contact point with counterparts within the Oregon Department of Agriculture, Oregon NSLP sponsors, non-governmental agencies, and community stakeholders active in enhancing the utilization of locally produced foods in Oregon schools. See section with Sample Job Descriptions at the end of this toolkit.

Position: Farm to School Program Manager

Agency: Department of Agriculture

Farm to School FTE: 1.0

Year created: 2007

Description: This position focuses on supporting and engaging producers in Oregon's farm to school efforts through outreach, training, resources, and technical assistance.

Pennsylvania

Position: Division Chief of Markets

Agency: Department of Agriculture

Farm to School FTE: 0.25

Year created: 2016

Description: Manages and administers the farm to school program: generates farm to school programming and initiatives that align with departmental goals, policies, and initiatives; coordinates with the Pennsylvania Department of Education on farm to school programming and initiatives; supports the development of a statewide farm to school network, serving as a resource as it grows.

Position: Public Health Nutrition Consultant

Agency: Department of Education

Farm to School FTE: 0.25

Year created: 2009

Description: Provides training and technical assistance to Pennsylvania child nutrition sponsors regarding procuring local foods for child nutrition programs and other farm to child nutrition activities. Collaborates with other state agency and organizational partners to support farm to child nutrition programs.

Puerto Rico

No state agency farm to school positions.

Rhode Island

No state agency farm to school positions.

South Carolina

Position: Farm to School Coordinator

Agency: Department of Agriculture

Farm to School FTE: 1.0

Year created: 2011

Description: The Farm to School Coordinator is responsible for working with South Carolina Department of Agriculture, Clemson University, and South Carolina Department of Health and Environmental Control to overcome existing packing, processing, and distributing restraints to increase the number of local farm products in South Carolina schools. See section with Sample Job Descriptions at the end of this toolkit.

Position: Farm to School Food Service Coordinator

Agency: Department of Education

Farm to School FTE: 0.5

Year created: 2011

Description: The SC Farm to School mission is to connect schools (K-12) and local farms with the objectives of serving healthy meals in school cafeterias, improving student nutrition, providing agriculture, health, and nutrition education opportunities, and creating new opportunities for local and regional farmers. See section with Sample Job Descriptions at the end of this toolkit.

Position: Farm to Institution Director

Agency: Department of Health and Environmental Control

Farm to School FTE: 1.0

Year created: 2015

Description: Under general supervision of the Director, Division of Nutrition, Physical Activity, and Obesity, this position (Program Coordinator II) serves as the statewide director for the SC Farm to Institution program. See section with Sample Job Descriptions at the end of this toolkit.

Position: Farm to Institution Coordinator

Agency: Department of Health and Environmental Control

Farm to School FTE: 1.0

Year created: 2015

Description: Identifies and pursues opportunities to promote, expand, and sustain the SC Farm to Institution program.

Position: Farm to Institution Evaluation Coordinator

Agency: Department of Health and Environmental Control

Farm to School FTE: 0.5

Year created: 2015

Description: Tracks farm to school data in South Carolina.

Position: Director, Child and Adult Care Food Program

Agency: Department of Social Services

Farm to School FTE: 0.1

Year created: 2018 (position existed beforehand, but expanded to include farm to preschool in 2018)

Description: Has a lead role in farm to preschool initiatives. Create programs for child care providers.

Position: Training Coordinator

Agency: Department of Social Services

Farm to School FTE: 0.05

Year Created: 2018 (position existed beforehand, but expanded to include farm to preschool in 2018)

Description: Has a lead role in farm to preschool initiatives. Create programs for child care providers and makes trainings for them.

South Dakota

No state agency farm to school positions.

Tennessee

Position: Farm to School Specialist

Agency: Department of Education

Farm to School FTE: 1.0

Year created: 2015

Description: Funded by State Administrative Expense funds.

Texas

Position: Farm Fresh Coordinator

Agency: Department of Agriculture

Farm to School FTE: 1.0

Year created: September 2015

Description: Focus on building a strong statewide commitment to farm to school through the Farm Fresh Initiative. The Farm Fresh Initiative reaches schools, child care centers, adult day centers, summer meal programs, and Texas farmers and ranchers through technical assistance, training, and resource development.

Position: Farm Fresh Specialist

Agency: Department of Agriculture

Farm to School FTE: 1.0

Year created: November 2011

Description: Focus on building a strong statewide commitment to farm to school through the Farm Fresh Initiative. The Farm Fresh Initiative reaches schools, child care centers, adult day centers, summer meal programs, and Texas farmers and ranchers through technical assistance, training, and resource development

U.S. Virgin Islands

Position: Farm to School Program Manager

Agency: Department of Education

Farm to School FTE: 1.0

Year created: 2016

Description: Farm to school training, serves as liaison to Department of Agriculture, coordination of procurement of local commodities, farmer outreach, data collection, program evaluation, build community awareness, and find alternative funding and support for program.

Utah

Position: Farm to School Specialist

Agency: Board of Education

Farm to School FTE: 0.2

Year created: 2013

Description: This is an informal position held by one of the Child Nutrition Specialists with the state agency's Child Nutrition Programs. The Specialist typically spends 10-20 percent of their time on farm to school activities, depending on workload and department priorities. Farm to school duties are not included in the employee's written job description, but farm to school objectives for the year are determined with the input of the employee and the direct supervisor.

Position: Farm to Preschool Specialist

Agency: Board of Education

Farm to School FTE: 0.2

Year created: 2013

Description: This position operates in the same manner as the Farm to School Specialist described above.

**There are two of the Farm to Preschool Specialist positions.*

Vermont

Position: Senior Agriculture Development Coordinator

Agency: Agency of Agriculture, Food and Markets

Farm to School FTE: 0.5

Year created: 2016

Description: Promotional, marketing, land use planning, and development work for the Agency of Agriculture Food & Markets. This work may involve the expansion of markets for Vermont agricultural products or land use development review in a regulatory context. Duties include assistance to the agricultural community with advocacy, infrastructure development, and technical assistance. Position works under supervision of Deputy Secretary or other senior staff member in a team environment. Work product is determined weekly depending on a particular program assignment.

Position: Local Foods Coordinator

Agency: Agency of Agriculture, Food and Markets

Farm to School FTE: Unknown

Year created: 2011

Description: This position works with partners to establish a food, farm, and nutrition education program that educates Vermont students regarding healthy eating habits through the use of educational materials, classes, and hands-on techniques that inform students of the connections between farming and the foods that students consume.

Position: Farm to School Partner

Agency: Department of Health

Farm to School FTE: Unknown

Year created: Unknown

Description: Unknown

Position: Farm to School Partner

Agency: Department of Children and Families

Farm to School FTE: Unknown

Year created: Unknown

Description: Unknown

Position: Farm to School Partner

Agency: Agency of Education

Farm to School FTE: Unknown

Year created: Unknown

Description: Unknown

Position: Farm to School Partner

Agency: Department of Environmental Conservation

Farm to School FTE: Unknown

Year created: Unknown

Description: Unknown

Virginia

Position: Farm to School Specialist

Agency: Department of Agriculture and Consumer Services

Farm to School FTE: 0.25

Year created: 2017

Description: Responsible for promoting and expanding an interest and participation in Virginia's Farm to School program with farmers, ranchers, produce companies, food hubs, and distributors across the state. Help to promote Virginia-grown products to schools and other food service providers who operate Summer Food and Child and Adult Care Feeding Programs. Work to connect Virginia Department of Education's Farm to School Specialist with the Sales and Marketing Division and other key individuals within the agency for further network expansion. Continue to develop marketing materials for use by schools participating in farm to school. Serve on boards and coalitions to expand the interest in farm to school, and assist in the planning and implementation of the Virginia Farm to School Regional Networks and the Virginia Farm to School Conference.

Position: Farm to School Specialist

Agency: Department of Education, Office of School Nutrition Programs

Farm to School FTE: 1.00

Year created: 2017

Description: Develop and provide training, resources, and support to Virginians interested in Farm to School. Increase procurement of local foods in schools, early care sites, and summer feeding programs. Oversee USDA Farm to School Grant, serve as the National Farm to School Network Core Partner, manage regional networks, and plan conferences and special events to increase access to healthy, local foods for children in Virginia.

Washington

Position: Education and Outreach Specialist

Agency: Department of Agriculture

Farm to School FTE: 0.5

Year created: 2008

Description: This position focuses on school gardens, agriculture education, nutrition education, school meals, salad bars, school snacks (including FFVP), food safety, garden to cafeteria, food systems (supply, processing, distribution), procurement, and policy, with a focus mainly on procurement, promotion, and food systems.

Washington, D.C.

Position: School Garden Specialist

Agency: Office of State Superintendent of Education

Farm to School FTE: 1.0

Year created: Summer 2010

Description: This position is focused on school gardens, agriculture education, food safety, garden to cafeteria, professional development, and curriculum.

Position: Farm to School Specialist

Agency: Office of State Superintendent of Education

Farm to School FTE: 1.0

Year created: July 2012

Description: This position is a point person for farm to school activities. See section with Sample Job Descriptions at the end of this toolkit.

Position: Healthy Tots Act Specialist

Agency: Office of State Superintendent of Education

Farm to School FTE: Unknown

Year created: 2015

Description: This position was created by the [Healthy Tots Act of 2014](#).

West Virginia

Position: Communications Officer

Agency: Department of Agriculture

Farm to School FTE: 1.0

Year created: Unknown

Description: Helps connect schools and producers.

Position: Local Food Coordinator

Agency: Department of Education

Farm to School FTE: 0.5

Year created: 2017

Description: Focuses on community food systems.

Position: Farm to School Lead

Agency: Department of Education

Farm to School FTE: 1.0

Year created: 2011

Description: Focuses on community food systems.

Wisconsin

Position: Economic Development Consultant - Farm to School/Farm to Institution

Agency: Department of Agriculture, Trade, and Consumer Protection

Farm to School FTE: 1.0

Year created: 2013

Description: This position has a statewide responsibility to stimulate the state's economy by increasing the market share of Wisconsin food and agricultural products, and to foster new investment in agriculture and agricultural infrastructure in Wisconsin. This position also makes recommendations for the enactment of legislation, initiatives, or best practices related to the market or economic development priorities issued through the Governor's and Secretary's offices which includes implementing the [2009 Wisconsin Act 293 Farm to School program](#). See section with Sample Job Descriptions at the end of this toolkit.

Position: Farm to School and Farm to Early Care and Education Specialists

Agency: Department of Public Instruction

Farm to School FTE: Incorporated into the duties of three Nutrition Program Consultants

Year created: 2012

Description: These positions support the Wisconsin Farm to School state structure by facilitating and attending farm to school and farm to early care meetings. They also host a comprehensive compilation of farm to early care resources on the Department of Public Instruction website.

Position: Education Consultant

Agency: Department of Public Instruction

Farm to School FTE: 1.0

Year created: 2017

Description: This position provides statewide leadership for creating and sustaining quality education through curriculum, instruction, and assessment for the AmeriCorps Farm to School Program. This position serves as the program area liaison responsible for program development, coordination, implementation, and overall management; including building partnerships with host site staff and leading the placement of at least fifteen AmeriCorps members in a minimum of eight host sites in the State of Wisconsin.

Wyoming

Position: Training and Grants Coordinator

Agency: Department of Education, Child Nutrition Programs

Farm to School FTE: 0.25

Year created: 2015

Description: No specified details except for to promote farm to school in Wyoming schools through the USDA Child Nutrition Programs.

University Extension Positions

Alabama

No known university Extension positions.

Alaska

No known university Extension positions.

Arizona

Position: Associate Area Agent, Agricultural Literacy

University: University of Arizona, College of Agriculture and Life Sciences Cooperative Extension

Farm to School FTE: 0.2

Year created: 1997

Description: This position is the designated state contact of the USDA Agriculture in the Classroom program and is a member of the National Ag in the Classroom Organization. The purpose of the program is to: 1) Provide K-12 educators with professional development for improving students' knowledge which ensures an agriculturally literate society, one that understands and can communicate the source and value of agriculture as it affects our quality of life. 2) Educate consumers about the Arizona agriculture industry and agriculture's impact on their lives.

Arkansas

No known university Extension positions.

California

No known university Extension positions.

Colorado

No known university Extension positions.

Connecticut

Position: Sustainable Food System Associate Educator

University: University of Connecticut Extension

Farm to School FTE: 0.2

Year created: 2010

Description: This position supports the state local school meals promotion program, Put Local on Your Tray, and the CT Farm to School Collaborative.

Delaware

No known university Extension positions.

Florida

Position: State Coordinator

University: University of Florida, Institute of Food and Agricultural Sciences Extension Family Nutrition Program

Farm to School FTE: 1.0

Year created: Unknown

Description: A full-time focus on farm to school activities, manages ten food system specialists.

Position: Food Systems Specialists

University: UF/IFAS Extension Family Nutrition Program

Farm to School FTE: 1.0

Year created: Unknown

Description: A full-time focus on farm to school activities.

**There are 10 of these positions.*

Position: Farm to School and Community team

University: UF/IFAS Extension Family Nutrition Program

Farm to School FTE: 0.75

Year created: Unknown

Description: A focus on work on farm to school through their agriculture or horticulture programs.

**There are 11 of these positions.*

Position: Program Assistant

University: UF/IFAS Extension Family Nutrition Program

Farm to School FTE: 1.0

Year created: Unknown

Description: A full-time focus on farm to school activities.

**There are four of these positions.*

Georgia

Position: Community and School Garden Coordinator

University: University of Georgia Extension

Farm to School FTE: 0.75

Year created: 2013

Description: This position supports school and community gardens in Georgia.

Guam

Position: Extension Agent

University: University of Guam Extension

Farm to School FTE: Unknown

Year created: Unknown

Description: Unknown

Hawai'i

No known university Extension positions.

Idaho

Position: Area Extension Educator

University: University of Idaho Extension

Farm to School FTE: Unknown

Year created: Unknown

Description: This position leads and facilitates collaborative, multidisciplinary, and multifaceted applied research and education in community food systems and small farms for a six-county area which includes Payette, Gem, Canyon, Ada, Owyhee, and Elmore.

Illinois

No known university Extension positions.

Indiana

Position: Urban and School Gardens Program Manager

University: Purdue University

Farm to School FTE: 0.5

Year created: Approximately 1998

Description: The Urban and School Gardens Program Manager helps with the planning, goal development, and implementation of garden projects with schools, youth organizations, churches, community groups, after school programs, businesses, and more. The Program Manager provides how-to garden education, program activities, curriculum, community development, and resources. The Program Manager also promotes gardening by hosting fundraising events, development of community partnership, and educational workshops. The position duties evolve and are based on present needs of the schools and communities.

Iowa

Position: Farm to School Coordinator - Local Foods Program team

University: Iowa State University Extension and Outreach

Farm to School FTE: 0.8

Year created: 2017

Description: Focuses on supporting farm to school at the statewide level. Facilitates Iowa Farm to School Coalition, manages weekly newsletter, answers technical assistance requests, provides network information, serves as a FoodCorps State partner, and assists with conference planning.

Kansas

No known university Extension positions.

Kentucky

No known university Extension positions.

Louisiana

Position: Farm to School Specialist

University: Louisiana State University AgCenter

Farm to School FTE: 1.5

Year created: 2017

Description: The Louisiana Farm to School Program is made possible through an agreement between the LSU AgCenter and the Louisiana Department of Education Division of Nutrition Support, and fully funded through USDA. See section with Sample Job Descriptions at the end of this toolkit.

Maine

Position: Food Systems & Youth Development Professional

University: University of Maine, Cooperative Extension

Farm to School FTE: N/A (none designated)

Year created: 2013

Description: The primary programmatic focus area for the Food Systems/Youth Development Professional comes under the umbrella of "food systems" and includes nutrition/healthy lifestyles, obesity prevention, and food security. The primary audience for this position is youth, families, and adults who work with youth. The Professional will expand, collaborate with, and complement county and regional Extension 4-H programs as they relate to nutrition/healthy lifestyles and youth development. The Professional manages and oversees the Maine FoodCorps program including recruiting and orienting staff, and applying for and managing grant funds and coordinating a statewide network of FoodCorps sites. In addition, the professional will work collaboratively with others to develop educational programs and services that will enhance the productivity, economic viability, and sustainability of rural small scale food production systems in Waldo County.

Maryland

No known university Extension positions.

Massachusetts

No known university Extension positions.

Michigan

Position: Community Food Systems Team

University: Michigan State University Extension

Farm to School FTE: 4.0

Year created: 2010

Description: Team goals are to increase institutional procurement of local products and to assist in changing institutional food environments through education. Both of these goals are inclusive of schools. The team members work towards these goals through a variety of programs, technical assistance, participation in the statewide Farm to Institution Network, and other regional networks with aligning goals.

**This work is split between 14 Community Food Systems Team members.*

Minnesota

Position: Associate Program Director

University: University of Minnesota Extension

Farm to School FTE: 0.3

Year created: January 2010

Description: Focuses on building the Farm to School Leadership Team, coordination with the state Departments of Education and Agriculture, preserve and protect funding and grant programs, support food skills development, cultivate school gardens, provide facilitation support, improve organizational capacity, and coordinate and promote Farm to School Month.

Mississippi

No known university Extension positions.

Missouri

Position: Farm to Institution Project Coordinator

University: University of Missouri Extension

Farm to School FTE: 1.0

Year created: 2009

Description: This position encompasses many facets of the local food system in the state of Missouri. Focusing on building a farm to school network with producers and institutions, technical assistance and training, and working with other state partners and stakeholders to increase the consumption of locally grown products in Missouri. Other focus areas include farmers markets, food hubs, and local food system development.

Montana

No known university Extension positions.

Nebraska

No known university Extension positions.

Nevada

No known university Extension positions.

New Hampshire

Position: Farm to School Program Coordinator

University: University of New Hampshire

Farm to School FTE: 1.0

Year created: 2003

Description: The New Hampshire Farm to School Program serves as a facilitator engaging farmers, distributors, food service directors, teachers, health educators, and administrators in adopting farm to school practices. Responsibilities include: help negotiate simple, affordable systems for purchase of NH grown and produced foods by K-12 schools or distributors serving those schools; create, collect, and distribute support and educational materials tailored for individual stakeholders and program partners; provide and present information on how to integrate farm to school connections into curriculum and school policies; and Work with stakeholders and media to enhance the visibility and effectiveness of farm to school efforts.

New Jersey

No known university Extension positions.

New Mexico

Position: Food Systems Specialist

University: New Mexico State University Cooperative Extension

Farm to School FTE: 0.25

Year created: 2017

Description: This position focuses on school and community gardens, agriculture education, nutrition education, farm field trips, curriculum, and leveraging statewide Master Gardener programs to support and evolve programs.

New York

No known university Extension positions.

North Carolina

Position: Farm to School Coordinator

Agency: Center for Environmental Farming Systems (Cooperative Extension)

Farm to School FTE: 1.0

Year created: 2007

Description: Focused on capacity building on farm to school, and supports farm to ECE as well.

North Dakota

No known university Extension positions.

Ohio

Position: Farm to School Director

University: Ohio State University Extension

Farm to School FTE: 0.5

Year created: 2005

Description: Works with the Ohio Farm to School Advisory Board. Outside of this position, there are other positions that support farm to school on a smaller FTE basis.

Oklahoma

No known university Extension positions.

Oregon

No known university Extension positions.

Pennsylvania

No known university Extension positions.

Puerto Rico

No known university Extension positions.

Rhode Island

No known university Extension positions.

South Carolina

No known university Extension positions.

South Dakota

Position Title: Tribal Local Foods Extension Associate

University: South Dakota State University Extension

Farm to school FTE: 0.5

Year Created: 2017

Description: This position focuses on school gardens, beginning farmer/rancher, community gardens, and nutrition education. Funded by SNAP-Ed and Team Nutrition.

Position Title: Tribal Local Foods Program Associate

University: South Dakota State University Extension

Farm to school FTE: 0.5

Year Created: 2017

Description: This position focuses on school gardens, beginning farmer/rancher, community gardens, and nutrition education. Funded by SNAP-Ed and Team Nutrition.

Tennessee

No known university Extension positions.

Texas

No known university Extension positions.

U.S. Virgin Islands

No known university Extension positions.

Utah

No known university Extension positions.

Vermont

No known university Extension positions.

Virginia

Position Title: Family Nutrition Program Project Director

University: Virginia Tech University

Farm to school FTE: Unknown

Year Created: Unknown

Description: Unknown

Washington

No known university Extension positions.

Washington, D.C.

No known university Extension positions.

West Virginia

Position: West Virginia University Extension Service

Agency: West Virginia University Small Farm Center

Farm to School FTE: 0.25

Year created: 2010

Description: West Virginia University Extension Services concentrates on helping farmers learn how to communicate with school cooks and food service directors; how to listen to them and understand what their limitations are; and how to attain GAP Certification, organic certification, and secure proper liability insurance. They offer classes on value adding and help producers move toward new markets for value added products. They work with area cooks and WVU faculty to develop new uses and recipes for locally grown food. They also organize an annual Small Farm Conference. This three day conference has a special track for farm to school growers and several tracks on growing many crops for sale to schools and other institutions. West Virginia University Small Farm Center is a charter member of the West Virginia Farm to School and Community Committee. This committee includes Farm to School coordinator, WV Department of Education Vocational and Technical Education with the leadership from both Agriculture Education and ProStart.

Wisconsin

No known university Extension positions.

Wyoming

No known university Extension positions.

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CASE STUDIES

Minnesota

Development

Between 2003-2008, the University of Minnesota Extension [Regional Sustainable Development Partnerships](#) (RSDP) began developing farm to school partnerships in the West Central region of the state. Since 1997, RSDP have fostered greater Minnesota sustainability through a two-way flow of ideas and expertise between communities and the University. Early success in the West Central region resulted in increased demand for resources. To address the increasing need from school foodservice, RSDP approached the [Minnesota Institute for Sustainable Agriculture](#), who agreed to coordinate and oversee the development of a Farm to School Toolkit for School Foodservice. This website was later adapted by [Georgia](#) and [Washington](#). A full time farm to school coordinator was hired into Extension's Health and Nutrition Programs in 2010, which moved farm to school from the pilot phase to the institutionalization and implementation phase.

Evolution

Two projects, one funded by the [Sustainable Agriculture Research and Education Program](#) and the other by [USDA's Specialty Crop Block Grant](#), focused efforts from the start. Additionally, a contract from the Minnesota Department of Health (MDH), with funding from the Centers for Disease Control and Prevention, created the Great Tray's Partnership in 2010. During the two-year grant, Great Trays sought to provide training for school nutrition leaders to promote cost savings and improve access to healthy foods. By May 2011, the farm to school coordinator position began transitioning to an Extension Educator promotion track position, which further cemented the position with more stable, recurring funds. By March 2012, a new Extension Educator position was posted with .60 FTE dedicated to advancing farm to school statewide.

Successes

The magnitude of farm to school growth in Minnesota is the result of countless people and organizations working together over many years. Collectively, grants awarded in 2009 and 2010 supported the design and coordination of eight farm to cafeteria workshops engaging more than 600 Minnesotans, the inclusion of farm to school practices and tracking measures within Supplemental Nutrition Assistance Program Education (SNAP-Ed) efforts, and the

integration and development of educational resources to support Minnesota grown produce within USDA's Fresh Fruit and Vegetable Program. Additionally, the [Great Trays Partnership](#) advanced farm to school in remarkable ways, including: the hire of a .80 FTE farm to school planner; the integration of farm to school practices into 20 workshops and training resources; the creation of the [Minnesota Grown Wholesale Database](#) of farmers who market to schools; 163 equipment grants to schools; transformation of the original toolkit to include additional tools and resources for school foodservice, farmers, partners, and teachers; the production of the [Farm to School: Growing Our Future](#) documentary; and, the creation of the statewide [Farm to School Leadership Team](#). Formed in April 2011, the Farm to School Leadership Team was built upon the strong foundation of collaboration that had already been laid, and together, a team agreement was developed as a basis for shared leadership, responsibility, and accountability. [Cross-Sector Collaboration: A Report from the Minnesota Farm to School Leadership Team](#) is a confluence of historical milestones, relationships, and opportunities that highlight a shared farm to school story in Minnesota. [Learn more about Minnesota's success here.](#)

Challenges and Barriers

Shifts in funding and subsequently program priorities have been the greatest challenge to sustaining farm to school positions within Extension and in Minnesota. Early collaborative success with MDH led to another contract for Extension's Health and Nutrition Program with funding from the [Community Transformation Grant](#) (CTG) - a

Credit: University of Minnesota Extension





Credit: University of Minnesota Extension

significant investment funded through the Patient Protection and Affordable Care Act's Prevention and Public Health Fund. In Minnesota, the CTG funding was leveraged to build off of Minnesota's nation-leading [Statewide Health Improvement Partnership](#) (SHIP), which shared identical vision and goals to improve the nation's health and to control health care spending by expanding opportunities for active living, healthy eating, and tobacco-free living in communities. In addition, the [Healthy Hunger-Free Kids Act of 2010](#) transformed SNAP-Ed into a nutrition education and obesity prevention grant program, explicitly adopting obesity prevention as an emphasis and allowing comprehensive policy, systems, and environmental change approaches.

These different funding streams provided an opportunity for the state and Extension's Health and Nutrition Programs to expand efforts to dramatically increase the integration of direct education and public health approaches. The confluence of these funds shifted priorities to greater adoption of systems approaches for healthy communities and resulted in a major shift in Extension staff focused on farm to school. Specifically, the farm to school coordinator hired in 2010 transitioned to lead a new team. Six Extension Educators were hired in Fall 2012 to strengthen community food systems across Minnesota. Shortly after the team was oriented

and on-boarded, SNAP-Ed sustained a 27% cut from the [American Taxpayer Relief Act](#). As a result of this significant reduction, Extension's Health and Nutrition Program initiated a significant restructure in November 2013. This reorganization resulted in 40 percent fewer positions. Then at the end of February 2014, the Congressional Omnibus Budget eliminated CTG two years early.

Recommendations for Other States

Staying committed to (1) work in collaboration and (2) change policy, systems, and environments is critical to long term success. While Minnesota has seen farm to school positions come and go, partners have remained committed to working together through the Farm to School Leadership Team and other coalitions. In addition, intentional integration of farm to school practices and priorities continues within organizations, programs, and collaboratives throughout Minnesota (e.g., [Minnesota Food Charter](#), [AGRI Farm to School Grant Program](#), [SHIP](#), [Farm to Childcare and Headstart](#), [Schoolyard Garden Coalition](#)). Minnesota partners remained committed to increase the FTE dedicated to farm to school within several organizations in the state and will continue to link and align related initiatives and priorities for greater impact.

Missouri

Development

In 2009, Missouri created a farm to school position in University of Missouri Extension with funding from the Centers for Disease Control and Prevention. Growing and evolving over time, the person in the position developed strong relationships with state agencies, working closely with the Department of Education (DoE), the Department of Health (DoH), and the Department of Agriculture (DoA) on farm to school initiatives. Together, all four agencies created summer service training workshops for food service professionals and developed farm to school specific curriculum. At that time, there were no dedicated positions for farm to school in state agencies, but there were state agency staff with interest in farm to school who acted as points of contact. During the 2014-15 legislative session, funds were requested and received for a [farm to school coordinator](#) to be housed in DoA. Legislation also formed the state's [Farm to Table Advisory Committee](#), of which all three state agencies and Extension are members. Around that same time, DoH received Team Nutrition grant funds to work on farm to early care and education initiatives.

Credit: Missouri Farm to School Network



Evolution

The working dynamic between the agencies and Extension has been described as very healthy since many of the individual staff in the positions have had previous working relationships and have worked together for many years, making collaboration much easier. With these strong connections, the agencies have been able to come together for various projects, such as promoting a farm to school menu during National Farm to School Month and hosting a statewide Apple Crunch.

Successes

As a group, those working in state agencies and Extension have significant institutional knowledge and have found that their combined knowledge helps them internally advocate for farm to school as administrations change. The historic knowledge and continuity in staffing benefits inter-agency work. Additionally, with the varied information and reach that each person and agency carries, there is expertise in different aspects of farm to school, including farm to ECE, marketing, communications, and outreach. Together the group has hosted conference workshops focused on growers and promotes a Selling Local Foods Curriculum and a Missouri Grown Curriculum for farmers. These efforts have helped involve more farmers in the movement.

With the support of the network of agencies and Extension, individual agencies continue to grow their work and make impact in their respective arenas. For example, DoH offers a [Growing with Missouri: Harvest of the Season curriculum and training program](#) for early care and education, and DoA manages a [Value-Added Farm to School Grant Program](#) that provides grants to farmers and businesses to purchase equipment or services that will allow them to produce or process local foods for schools.

Challenges and Barriers

One of the greatest challenges for Missouri has been securing consistent funding for farm to school positions and initiatives. Most of the state agency contacts working on farm to school are doing so out of interest, not necessarily formal job assignments, and do not always have allocated time to address farm to school. This creates capacity issues when farm to school is not a priority for



Credit: National Farm to School Network

the agency in the program and job planning. University of Missouri Extension and DoA have devoted funds for farm to school, however, DoH is funded solely for farm to early care and education (not K-12), and DoE does not have specific funds towards farm to school staffing. Stakeholders also expressed concern that though there is extensive institutional knowledge right now, because the work in some of the agencies is not built into the position, institutional knowledge and even commitment to farm to school may be lost if and when there is turnover. The group has also found that each person from each agency has slightly different goals so coming together around a united objective can be difficult.

Recommendations for Other States

Missouri farm to school leaders have learned the importance of first creating strategic partnerships and then, formally or informally, strategically planning what each individual and organization can do to advance the work in their sector. One person or one agency cannot take on this work alone and being able to share the workload is integral to success. While committed FTEs and codified positions are important, you can start by

capitalizing on individuals' interest in farm to school and working together to integrate farm to school into official positions and job descriptions. Missouri places a high value in stakeholder engagement to help provide the proper technical assistance to aid in the individual school and producer goals. Strategic work with the legislature and close partnerships with state agencies has fostered communication on a state level to the public and strategic partners the importance of local agriculture and farm to school programming. Missouri took the approach of collecting as many people as they could with interest and institutional knowledge in farm to school and brought them together around specific collective initiatives. Missouri leaders note, no matter the administration, push forward and get the work done.

Oregon

Development

Oregon was the first state to have full-time farm to school positions in both the Department of Agriculture (ODA) and the Department of Education (ODE). This early development started in 2007 when the state legislature attached a budget note to ODA's budget, developing a permanent, full-time Farm to School Manager position in ODA. The next year, the state added a complementary position in ODE. In 2009, the positions became legally mandated and permanent. The position in ODA is not focused 100 percent on farm to school, while the position in ODE is focused solely on farm to school.

Before these positions were established, there were numerous individuals, communities, and organizations involved in farm to school across Oregon. Widespread engagement of diverse stakeholders - including policymakers - helped set the stage and establish the need and demand for state positions. Ecotrust, a nonprofit in Oregon, had been championing farm to school and was an integral leader in securing the positions. Cultivating champions in the state legislature became important as well, especially of those with farming backgrounds. As the positions and funding evolved over the years, farm to school in Oregon has received support from legislators on both sides of the aisle, demonstrating its nonpartisan nature.

Credit: Willamette Farm to Food Coalition



Credit: Willamette Farm to Food Coalition

Development

As the first state to have farm to school positions in both ODA and ODE, there was no precedent nor job descriptions for these roles. The first people in these positions developed the roles by identifying key levers that would grow farm to school and by addressing needs in the state. Early initiatives of the ODE position were mapping out all of the school gardens in the state, creating regional school garden hubs, and connecting on projects with the counterpart in ODA.

Both the ODA and ODE positions have integral roles in the Oregon Farm to School and School Garden Network (OFSSGN). A distinct non-profit, OFSSGN supports members of Oregon's farm to school and school garden community in their work to incorporate healthy, local food into school meals and implement food-, farm-, and garden-based education. The Network's collaborative structure allows each entity to capitalize on its distinct expertise and compensate for other sectors' limitations.

For example, as a nonprofit, OFSSGN can accept private funds and advocate for policy initiatives. The state agencies can leverage interagency relationships and inherent connections with key stakeholders, including food service directors and farmers.

As the two full-time state agency positions have taken on more responsibilities and have diversified their projects to encompass all three core elements of farm to school, Ecotrust and other nonprofit partners have taken a step back to work on new initiatives. These organizations are still a vital part of the farm to school movement and of OFSSGN. While OFSSGN itself is still working to advance state level initiatives, the role of many of the pioneering nonprofit partners has shifted. As the work has been institutionalized in state agencies and the capacity of those in the ODA and ODE positions for farm to school work grows, nonprofits have stepped up to explore pilot initiatives and innovative projects that continue to elevate the work. OFSSGN has grown because of increased networking through the nonprofits and the state positions to the point of developing an [extensive contact sheet](#) for stakeholders interested in finding out more about specific farm to school topics.

Successes

With strong farm to school leadership via the ODA and ODE positions, Oregon has gained a number of farm to school “wins” that have further institutionalized the work at the state level and have built capacity for implementation of activities. Including funding for the positions, state level support of farm to school has grown from \$200,000 in 2012 to \$4.5 million in 2017 for programming and has expanded to support a noncompetitive award to all school districts to reimburse them for Oregon grown or processed food (80 percent of funding) and a competitive grant to fund Oregon foods focused education for students (20 percent of funding).

The ODE position takes on the task of managing these funds, administering the farm to school grant program, and gathering grantee data to show impact and the continued need for the funds. With dedicated staff time and funding, Oregon has created programming throughout the state that continues to push the farm to school movement forward from multiple angles. The ODE position focuses on connectivity with and activity directly in schools, focusing with School Nutrition Director’s access to Oregon grown and produced food, as well as getting school garden produce into the cafeteria. Once



Credit: School Garden Project of Lane County

Oregon identified locations of the school gardens, they were able to individually reach out to each school and offer technical assistance for starting new school gardens. The ODE position created and offers continued support to “School Garden Regional Hubs,” which act as peer learning communities for school garden champions in each region. These hubs now meet on a regular basis and coordinate school garden activity on a regional basis. Thanks to these efforts, all 36 counties in the state have at least one school garden. At the same time, the ODA position focuses on the agricultural angle and relationships. This position works with farmers from around the state and connects them to schools in order to advance the regional agricultural economy. With these efforts, more farmers are aware of the potential economic gains and sales increases that farm to school can offer. Currently, over 120 districts in the state purchase Oregon produced foods. The two roles also continue to leverage their relationships with each other and partner organizations. For example, the OFSSGN recently obtained grant funding to support the “School Garden Regional Hubs,” a project originally spearheaded by ODE.

Challenges and Barriers

Approximately 200 schools currently integrate farm to school as an important part of their school culture and prioritize purchase of Oregon products. Despite the statewide support and opportunity for all schools to participate in farm to school, 60 out of 191 (31%) school districts specifically opted out or didn’t respond to repeated attempts to get them to opt in for the Oregon

Farm to School Procurement Grant. This number reflects very small, remote school locations. This also indicates a challenge for statewide reach of farm to school procurement. Though some schools are prioritizing and integrating school gardens instead, state farm to school leaders aim to leverage state support to move schools to integrate all three core elements of farm to school. From the supply chain side, distributors are not always able to accurately report how much of the product that they carry or sell originates in Oregon, making tracking of local purchases difficult for districts and for the state. The state agency anticipates that this will slowly shift as demand for Oregon grown products increases and distributors recognize the potential financial gains in carrying and identifying local products, but this shift will take time. The two state positions face specific challenges in their roles as well. The ODE position sometimes struggles with engaging all schools and school districts in farm to school initiatives. The ODA position, because it was created by a budget note, can sometimes be pulled in directions other than farm to school, meaning the position consistently changes in scope of work and ability to focus on farm to school.

Recommendations for Other States

Oregon's advice to other states working to secure state farm to school positions is to first have numerous partners in the nonprofit sector representing a broad network of stakeholder support. These organizations are integral champions for communicating with legislators and for pushing policy advocacy. Partnering with a broad spectrum of supportive organizations, including nonprofits, will also make the work more inclusive of the entire state and increase the reach of farm to school. Second, Oregon's farm to school stakeholders recommend [forming a state farm to school network](#), which they found essential for moving farm to school forward and sustaining farm to school wins. Third, when pursuing advocacy efforts for farm to school, identify legislators who have a background and interest in agriculture. A personal connection like this to farm to school could be an important factor for championing or supporting farm to school efforts.

Credit: School Garden Project of Lane County



South Carolina

Development

In 2011, the South Carolina (SC) Farm to School Program was established through a two year grant from the Centers for Disease Control and Prevention. The SC Farm to School Advisory Council was created as the decision-making body for the program, comprised of program coordinators, executive level representatives from multiple state agencies, and industry partners.

Integral to implementing the newly established program were the two state farm to school coordinator positions, one housed in the Department of Agriculture (DoA) and one housed in the Department of Education (DoE). In 2015, the advisory council decided to change their name to [SC Farm to Institution](#) to encompass a wide variety of institutional sites, and additional state agency roles were created. The director, coordinator, and the evaluation coordinator for SC Farm to Institution are housed within the Department of Health and Environmental Control. Two employees at the Department of Social Services devote part of their time to farm to ECE activities. All of these coordinator positions - including the coordinators from the Departments of Social Services, Health and Environmental Control, Education, Agriculture, and Clemson University - hold non-voting seats on the Farm to Institution Advisory Council and collaborate to leverage staff time, skills, and expertise for administering and sustaining the SC Farm to Institution program goals and initiatives.

Evolution

SC Farm to School is part of the larger SC Farm to Institution initiative to increase the amount of local produce available in a wide variety of institutions including child care centers, food banks, work-sites, hospitals, and universities. The initiative also includes a farm to retail component funded by the Centers for Disease Control and Prevention.

In 2013, the [Fresh on the Campus bill](#) was signed into law. This bill required the SC Department of Agriculture to develop and maintain a statewide farm to school program and to partner with other state agency and nonprofit partners to build awareness for farm to school initiatives. This legislation propelled the program collaboration efforts forward.

In 2016, SC Farm to Institution undertook a strategic planning process that clarified agency commitments

and outlined a clear path forward for the program. This included editing the mission statement: *The mission of South Carolina Farm to Institution is to facilitate the communication, education, and opportunities for farmers, distributors, and institutions to support healthy, locally produced food throughout South Carolina.* The group also decided to develop an action plan for all of its farm to institution programs. The action plans specific to farm to school priorities included focusing on education, networking, and outreach to farmers and growers in order to increase the local food supply, educate SC farmers on the benefits of farm to school, and facilitate communication between producers and school purchasers. In 2017, the SC Farm to Institution Advisory Council developed by-laws to create more structure and formed two new sub-councils: communications and executive. At the same time, new members representing six key sectors were added to the Advisory Council: advocacy, agriculture, food distribution, marketing, business, and food systems. The Advisory Council meets monthly and plays an important role in decision making for SC Farm to Institution.

SC Farm to School has expanded from its original role of providing mini-grant funding to individual schools to focusing on wider, statewide reach and expansion of farm to school opportunities. SC Farm to School staff now focus on resource development, offering workshops at a free or low cost, connecting with local organizations to support farm to institution activities, and pursuing legislation. The legislation proposed in 2018 is a five cent reimbursement incentive program for schools serving SC grown food in school meals. The state hopes this will incentivize school food purchasers to take the extra steps necessary to purchase locally grown healthy food to serve to students.

As the goals and objectives of SC Farm to School have been clarified, so too has the division of roles and responsibilities between the two coordinator positions. The DoE coordinator is responsible for increasing local farm products served in SC schools by facilitating communication among farmers, schools, and distributors and supporting stakeholders in overcoming barriers to local procurement. This coordinator conducts workshops, classroom trainings, and provides technical assistance to food service directors and personnel, teachers, farmers, distributors, and processors. The DoA farm to school coordinator is responsible for all farm to school program finances including grant maintenance and reporting and manages the social media and communications of



Credit: South Carolina Farm to Institution

SC Farm to School. The DoA coordinator also works to identify training needs, to cultivate relevant resources and new program offerings, to cultivate relationships with farmers, distributors, and school districts through existing DoA networks. The DoE and DoA coordinators work closely together to deliver presentations, provide trainings, attend networking events, grow the network's partnerships, and develop resources for stakeholders.

Successes

The unique multi-agency structure of SC Farm to School and resulting cross-sectoral partnerships and collaborations establish SC as a leader and model in establishing state farm to school positions. Under the umbrella of SC Farm to Institution, SC is also unique in folding farm to school into a broader scope and in leveraging work across institutions to grow and strengthen SC local food markets. With five positions, totaling 4.0 FTEs across four agencies, SC is leading the way in embedding farm to institution and farm to school into the fabric of state agency work.

Much of SC Farm to School's success can be attributed to inter-agency partnership and coordination. By aligning goals and dividing priority areas, both the DoE and DoA farm to school coordinators are able to pull resources, relationships, and expertise from their respective agencies to bolster farm to school growth. With the diverse existing relationships and connections of multiple agencies - DoE with schools, DoA with farmers, and Department of Social Services with ECE sites - SC Farm to Institution has a vast network. SC Farm to School capitalizes on this broad audience as they disseminate new marketing tools,

such as their [Make Your Plate South Carolina Grown day](#), and promote farm to school through new social media platforms.

The Advisory Council and Subcouncil structures also contribute to SC capacity to develop resources, plan events, and coordinate advocacy efforts in a collaborative way. Through various Subcouncil and committee calls, all agencies involved in SC Farm to Institution (including SC Farm to School) come together on average twice a month to collaborate on initiatives and ensure coordination of efforts. The Council and Subcouncils hone in on specific initiatives that the group agrees are priority areas to move farm to institution and farm to school forward in the state. These areas include resource development, evaluation, planning a statewide summit, and execution of the Farm to Institution's communication plan.

An extensive [library of farm to school resources](#) has been developed through this approach and are housed on the SC Farm to Institution website. The Palmetto Pick of the Month program is a signature of SC Farm to School and offers recipes, activities, and newsletters highlighting a different SC grown item each month. Additional resources for the K-12 classroom include detailed curriculum and field trip guides. School food service can find purchasing templates and scaled recipes. Because of the diverse expertise and capacity of the state agencies engaged in SC Farm to Institution, the website also offers resources specifically for early care and education sites, other institutions (including retail and food banks), and farmers.

The state agency representatives also collaborate on statewide farm to school evaluation efforts. They have conducted two reports since SC Farm to School was first developed and plan to continue data collection and

evaluation on a regular basis moving forward. The addition of an employee dedicated to evaluation of SC Farm to Institution initiatives in 2017 has greatly enhanced these efforts. In the most recent assessment in 2017, SC Farm to School collected surveys and data from 272 school and 219 preschools. Thanks to this dedicated evaluation, the program has statistical data on school gardens and local food purchases from across the state and will continue to collect data to better quantify farm to school achievement through surveys, case studies, and participant reports.

The SC Farm to Institution team also organized the first SC Farm to Institution Summit in September 2017. Organizers called the Summit a great success, with approximately 200 attendees and positive feedback and ratings from attendees across sectors. Other accomplishments from 2017 include training 125 participants at 10 culinary and/or garden workshops, disseminating monthly newsletters to 69 farmers, 646 schools, and 343 preschool subscribers, and presenting to 19 different groups or conferences with an estimated audience reach of 5,000.

Challenges and Barriers

While there are advantages to the expansive nature of SC Farm to Institution, it faces some associated challenges such as dispersion of resources and lack of goal alignment across multiple agencies. Most of the current staffing is supported through grants, and the group needs to develop a plan to seek additional project or private funding for sustaining the programs activities and positions. Additionally, the staff coordinators are based at different agencies, and since they do not physically work together in one location, sometimes individual agency-specific tasks take priority over the collaborative

SC Farm to School efforts. Although each agency is fully committed to SC Farm to Institution, not all agencies share the exact same goals and hence may not be equally invested in every project or activity. It has taken time to build trust and understanding between these different state agencies, but through strategic planning and the guidance of the Advisory Council, SC Farm to Institution has been successful in the continued development and implementation of program goals.

Recommendations for Other States

South Carolina stakeholders note the importance of assessing the current situation in the state to determine a realistic path ahead, providing space for change if the environment changes. SC stakeholders share that regular check-ins on progress and plans and flexibility to adapt these plans as needed led to the success of SC Farm to School. (For example, seeing the need for increases in local food supply and thus changing from a mini grant program for schools to offering education/training to school food service and teachers, garden workshops, and networking sessions for producers and buyers). They also highlight the benefit of engaging in a structured strategic planning process, having an advisory board with representation from outside sectors (farmers, distributors, school food service director, policy), and emphasize the importance of maintaining open lines of communication across various agencies. Another suggestion is to review the structure of other state positions for inspiration, keeping in mind that they will need to be adapted to fit the needs and political/social climate of individual state (e.g., political structure, interest of state agencies, interest of the private sector).

Credit: South Carolina Farm to Institution



A light gray outline map of the United States serves as the background for the entire page. The map shows the coastlines and state boundaries of all 50 states.

ANALYSIS

Analysis

Prevalence

In total, across the 50 states, Washington, D.C., and U.S. territories, there are 157 farm to school positions (part-time and full-time), 98 in state agencies and 59 in university Extension offices.

Of the 155 farm to school positions:

- 40 (25.47%) are in Departments of Agriculture,
- 40 (25.47%) are in Departments of Education,
- 14 (8.91%) are in Departments of Health,
- 2 (1.27%) are in Departments of Social/Human Services,
- 1 (0.63%) is in a Department of Children and Families,
- 1 (0.63%) is in a Department of Environmental Conservation, and
- 59 (37.57%) are in university Extension offices.

The total full-time equivalent of all farm to school positions adds up to 86.975*. When broken down into different agencies:

- Departments of Agriculture have 24.925 (28.65%) in FTE,
- Departments of Education have 17.55 (20.17%) in FTE,
- Departments of Health have 7.85 (9.02%) in FTE,
- Departments of Social/Human Services have 0.15 (0.17%) in FTE,
- Department of Children and Families and Department of Environmental Conservation have an undocumented amount of FTE, and
- University Extension offices have 36.5 (41.96%) in FTE.

**Not all positions have listed FTE. This data is based on the information NFSN had at time of publication.*

New farm to school positions are being added every year. In 2015, NFSN documented 28.5 FTE across 32 states in state agencies (not including university Extension) devoted to farm to school. Of these positions, 19 were full-time farm to school, and the remaining had a portion of time devoted to farm to school. As of May 2018, NFSN has documented 50.475 FTE across 45 states in state agencies (not including university Extension) and 36.5 FTE across 20 states in university Extension. Of the agency positions, 29 are full-time farm to school and of the university Extension positions, 19 are full-time farm to school. The remaining

positions have a portion of time devoted to farm to school. As discussed below, however, funding impacts these positions, meaning that while some are being created and some states are seeing an upward trend, other positions and state allocations are being scaled back.

Creation and Funding

Legislation is one option for establishing state agency and Extension positions devoted to farm to school. Moving farm to school policy can be a process that takes multiple years and requires expansive and diverse stakeholder buy-in and support. For a legislatively created position, it is also vital that sustainable funding is available to cover costs for the position; otherwise it may remain unfunded and unfilled, or it may be created but not be maintained. State legislation creating farm to school positions is becoming more common, with at least twelve pieces of state farm to school legislation establishing farm to school positions passed between 2006-2017. While the legislative path may be challenging, as farm to school positions become more prevalent, it become easier for other states to advocate for these positions.

While many state farm to school positions have come about through legislation, several have come about because agency staff interested in farm to school started incorporating it into their scope of work, eventually making it a more robust component of their job descriptions. Along with interest, some farm to school positions are supported by federal funding (e.g., SNAP-Ed, USDA Farm to School Grants, or CDC) or through the use of State Administrative Expense funds, highlighting the role of federal-state partnerships in supporting the success of state farm to school efforts.

The majority of state farm to school positions in this resource do not focus 100 percent of their time on farm to school initiatives, demonstrating that although farm to school is growing, it is still an add-on to most jobs rather than a dedicated focus of positions. For those positions where farm to school is part-time, work outside of farm to school specific initiatives is usually in some way related to youth, public health, or food systems, such as a focus on obesity prevention or building farmer relationships. This shows that farm to school is versatile enough to make its way into a number of positions that do not currently support farm to school initiatives.

Success and Sustainability

With each position that is created – whether in Extension or a state agency – farm to school is being institutionalized within that state. For states like Minnesota, Missouri, Oregon, and South Carolina, permanent positions helped create lasting change in how the state works with schools and producers to advance local procurement, gardens, and food and agriculture education in schools and ECE sites. With secured time to devote to farm to school initiatives, individuals in funded positions can focus on building and bolstering statewide initiatives and building capacity for on the ground implementation, not to mention strategically planning for what the future of farm to school can look like in the state. When state positions are in place for a long period of time, annual events such as a statewide apple crunch, conference, or competition between schools to promote healthy living become a regular and anticipated initiative for farm to school stakeholders.

A cornerstone of the three-pronged approach to state farm to school growth, state agency and Extension farm to school positions are vital to state level farm to school growth and sustainability. The path to establishing and maintaining those roles, as well as maximizing their effectiveness and capacity, is not always clear.

Establishing a New Position

The first steps in establishing a state farm to school position comes down to relationships. Whether legislatively mandated, grant funded, or an expansion of job responsibilities, every farm to school position is established through collaborative efforts of policy advocacy, internal advocacy at the agency or institutional level, or cross-sector partnerships. Open communication with key farm to school stakeholders can help a state determine what route offers the greatest chance for success.

The optimal location for a state-funded position also depends on the capacity and interest level of each state agency and will differ from state to state. Currently, the majority of state agency farm to school positions are housed in university Extension, with an equal number of positions in Departments of Agriculture and Departments of Education, and a growing number of positions in other agencies. Positions within Extension are increasing, with five new positions being added in 2017 alone, after nearly no new positions from 2011–2016. Some universities have multiple Extension positions dedicated in full or in part to farm to school initiatives. Extension offices generally have numerous community and outreach programs and are

often recognizable by community members and thus may be great ways for farm to school initiatives to be spread across a state.

Additionally, it is important to recognize how different agencies work together. For example, Oregon, New York, and California all have a farm to school position in DoA and in DoE. DoA is able to identify farmers within the state, provide capacity building and trainings for them, and connect them with interested schools. DoE is able to focus more on in school activities like school gardens and curriculum. Consider your states needs in identifying the home base of a potential farm to school position.

Maximizing the Role

With a state farm to school position established, maximizing the capacity and efficacy of the role can be one step in securing the position over time. This too, often comes down to partnerships. By partnering with nonprofits, state agencies are able to grow the reach of farm to school initiatives as well as partner to advocate for and propose [farm to school legislation](#). Inter-agency partnerships and collaboration compound the reach of farm to school and increase the opportunities to embed farm to school into the work of multiple agencies. State farm to school positions are also often the leader, or at least a key player, in convening [state farm to school networks](#), another vital approach to state farm to school success.

State farm to school positions must also be flexible and adaptable to a changing farm to school climate. In each of the case studies highlighted in this resource, the responsibilities and goals of the state positions evolved over time based on the needs of stakeholders, the strategic goals of the organization, or the changing capacity of partners. For some states, nonprofits spearheaded farm to school efforts through initiatives, programs, and advocacy efforts. As farm to school has become more institutionalized through agency and university Extension positions, some nonprofits have modified their own approach. Successful state positions continue to adapt to this changing relationship and maintain robust relationships with vital nonprofit partners.

Robust evaluation of state level initiatives and adapting approaches and programming to the current state of farm to school and the needs of stakeholders can also maximize the state farm to school role. State agencies often have broad access to stakeholders, including food service staff, educators, and farmers, making them the ideal organization to lead stakeholder survey and data collection efforts. The research and evaluation expertise

of university Extension can also be a significant benefit to evaluation initiatives. State farm to school positions have the opportunity to use that data to modify and target their initiatives and approaches. Based on the data obtained, questions can be answered, including "What are the interest areas of stakeholders? Where are the barriers? What target sectors have yet to be reached?"

Additionally, state farm to school positions contribute to the growth and sustainability of the national farm to school movement. Both the National Farm to School Network and the USDA Office of Community Food Systems partner with state agencies and university Extension offices and the farm to school positions they house to advance respective priorities. While this national connectivity can benefit the national landscape and, to some extent, provide support and capacity building for a state, it also takes time and effort on the part of the state positions that already have limited time for statewide work.

Maintaining Positions


The diversity of approaches to creating and funding state farm to school positions means there is not one model for sustaining these positions either. Taking the funding sources alone, these positions are vulnerable to the ebbs and flows of grant and funding availability. In recent years, in fact, several states including Alaska, Minnesota, and Wisconsin have seen cutbacks in the funding and

time allocated to their farm to school positions. Thus, it is important to articulate the cross-sectoral role of farm to school and its ability to achieve myriad goals and targets, as well as to showcase the many [benefits of farm to school](#). Documenting state specific impacts of positions is especially valuable, as is highlighting how farm to school positions contribute to broader statewide priority efforts and initiatives, such as job creation or economic stimulation, anti-hunger or obesity, or parent and family engagement. Consistently communicating these documented benefits while maintaining working relationships with decision makers is an important step to ensuring farm to school position gains are maintained.

The importance and potential impact of state farm to school positions in agencies and university Extension is clear. State farm to school positions offer multiple levels of benefit from broad state level coordination to individualized technical assistance. Importantly, state positions bring stakeholders together and provide a primary contact and hub for farm to school connectivity. While the path to a state farm to school position may be difficult and will be different from state to state, the lessons learned from states who have paved the way offer a framework for success. As the interest and demand for farm to school support and resources grows, as well as the depth and breadth of the national movement, so too will the need for established positions and leadership at the state level.

Credit: Jason Van Haverbeke





SAMPLE JOB DESCRIPTIONS

Job Descriptions in State Departments of Agriculture

Alaska

Position:

Farm to School Program Coordinator

Job Description:

The primary purpose of this position is managing the Farm to School program which includes encouraging schools to utilize Alaska Grown/harvested products in their school lunch program, developing tools to facilitate communication between schools and producers of Alaska Grown/harvested products, supporting and enhancing curriculum-based projects that increase students awareness of healthy food choices as they relate to Alaska Grown/harvested foods, and helping producers to understand the requirements for selling their Alaska Grown/harvested foods to schools.

Duties:

50% - Under general directive, coordinate with school procurement officials, buying cooperatives, and other appropriate organizations to develop uniform procurement policies and procedures, as well as materials and practical recommendations, to facilitate the procurement and use by public schools of food grown in the state; these policies, procedures, materials, and recommendations shall be made available to school districts and other government institutions.

Identify and recommend mechanisms that will increase the predictability of sales for producers and the adequacy of supply for purchasers; identify and make available to public schools and other government institutions existing curricula, programs, and publications that educate students on the nutritional, environmental, and economic benefits of preparing and consuming food grown in the state.

Follow responsibilities and expectations of the Memorandum of Understanding Agreement between the Department of Natural Resources, Division of Agriculture, and the Department of Education and Early Development, Division of Teaching and Learning Support.

25% - Research, apply, report, and manage grants related to Market Access and Food Safety. Setting up an account with Grants.gov in order to submit applications. Working with administrative fiscal officers to create and manage budgets in grant awards and other reimbursable service

agreements. Following federal and agency related guidelines to spend and report appropriately with any grant award that supports position duties.

15% - Coordinating with the Plant Materials Center with applied science findings and bringing that outreach to communities as appropriate.

10% - Other duties as assigned as pertains to the Market Access and Food Safety section. Duties could include getting trained and performing Country of Origin Labeling audits (COOL), store visits, and farmers market visits.

Credit: Chelsey Simpson





Credit: Dave Tavani

Hawai'i

Position:

Farm to School Coordinator

Job Description:

The Farm to School Coordinator is tasked with establishing and implementing a farm to school ("farm to school") program per Act 218 (SLH 2015), coordinating various public and private stakeholders, and addressing the issues of supply, demand, procurement, and consumption of Hawai'i-grown foods in state facilities, primarily educational facilities, and taking reasonable steps to incorporate more agricultural and nutritional education in schools.

Farm to School Program Goals: 1) improving student health; 2) developing an educated agricultural workforce; 3) enriching the local food system through the support and increase of local food procurement for the State's public schools and other institutions; 4) accelerate garden and farm-based education for the State's public school students; and 5) expand the relationships between public schools and agricultural communities.

Coordinating: The farm to school Coordinator will serve as the State's program coordinator and primary liaison between Hawai'i's agricultural industry (HDOA, HFUU, HFB, etc.), State of Hawai'i Department of Education, State of Hawai'i Department of Health (HDOH), State of Hawaii Procurement Office (SPO), community-based

organizations, United States Department of Agriculture (USDA), University of Hawai'i College of Tropical Agriculture and Human Resources, and other stakeholders interested in increasing utilization of locally produced commodities in Hawai'i educational and institutional markets.

New Jersey

Position:

Coordinator

Job Description:

Administer Jersey Fresh Farm to School Recognition Program, including receipt of applications, monitoring and evaluation of participant's activities and events, and administration. Coordinate with farmers and distributors to encourage deliveries of local produce to schools within New Jersey; recruit and develop relationships with local farmers. Expand Geographic Preference understanding to schools and farmers. Outreach to schools and teachers to promote NJ Farm to School; communicate with teachers and food service directors to provide customer service and support. Work with State Director on program expenditures; participate in strategic planning to expand program. Assist in applying for USDA Farm to School grant opportunities. Oversee the creation of program related education materials; lead trainings and demonstrations. Assist with the development and coordination of nutrition

promotion activities in school cafeterias. Attend farm to school related meetings statewide/regionally/nationally and represent the Division of Food and Nutrition by participating in community activities and events as necessary. Coordinate Farm-to-School related meetings and events, including Jersey Fresh Farm to School Week and National Farm to School Month celebrations. Collaborate with regional USDA staff statewide. Facilitate the solicitation of funds per Chapters 38 and 39, and oversee fund use in support of Farm to School and School Garden activities. All other Farm to School related duties as assigned.

Alabama

Position:

Farm to School Coordinator

Job Description:

- A.** House a farm to school point person to coordinate efforts between the Alabama Department of Agriculture and Industries, the State Department of Education, and the Alabama Department of Public Health, who shall be responsible for identifying local farmers, processors, and suppliers and shall work with the State Department of Education to make that information available to school food service directors and for creating and disseminating information on the school food procurement process to help farmers, processors, and suppliers learn more about the process.
- B.** Identify, target, and promote job creation around farm to school initiatives.
- C.** In cooperation with commodity groups and growers' associations, utilize existing web-based market development tools or adopt a voluntary web-based directory of farmers searchable by location. The directory shall be routinely updated and consistently maintained and usable by anyone interested in locating farmers and Alabama farm products.
- D.** Investigate opportunities for farmers to supply their products to commercial distributors.

Wisconsin

Position:

Economic Development Consultant - Farm to School/
Farm to Institution

Job Description:

The incumbent in this position has a statewide responsibility to stimulate the State's economy by increasing the market share of Wisconsin food and

agricultural products, and to foster new investment in agriculture and agricultural infrastructure in Wisconsin. Duties related to development of economic programs include: analyzing legislative mandates, developing statewide systems and networks, researching and identifying training or educational needs of Wisconsin agribusiness companies, and recommending policy or operating procedure for new and existing programs. The position serves as an expert for the assigned portfolio of business and market development for local and regional food systems with an emphasis on institutional markets. This position also makes recommendations for the enactment of legislation, initiatives, or best practices related to the market or economic development priorities issued through the Governor's and Secretary's offices which includes implementing the [2009 Wisconsin Act 293 Farm to School program](#).

South Carolina

Position:

Farm to School Coordinator

Description:

The SC Farm to School mission is to connect schools (K-12) and local farms with the objectives of serving healthy meals in school cafeterias, improving student nutrition, providing agriculture, health, and nutrition education opportunities, and creating new opportunities for local and regional farmers.

The Farm to School Coordinator will plan, develop, and implement the SC Farm to School Program. Responsibilities include working with grants, providing training and technical assistance for the program, identifying training and technical assistance voids in the Farm to School community, and filling these needs by modifying existing resources and/or creating new program offerings. Additional duties encompass developing and maintaining partnerships with local farmers, distributors, and school districts; coordinating and delivering farm to school activities, guidelines, and events including but not limited to farm to school action institutes, school garden workshops, culinary trainings, and farm field trips. The Coordinator will also deliver state and local level presentations, design, and distribute outreach and publicity materials, participate in evaluations and reporting requirements related to the program, disseminate research and data on existing programs, participate in Farm to School Advisory Council monthly meetings, develop an understanding of local and regional food procurement issues, and work with various state agencies to identify and promote the overall Farm to Institution Network.

Job Descriptions in State Departments of Education

Oregon

Position:

Farm to School Coordinator

Job Description:

The primary responsibilities of this position are to support the Oregon Department of Education in implementing [ORS 336.431](#) and [HB 2649](#) by providing content management of the Farm to School and School Garden Program and overall leadership and coordination of activities by working with state and local governmental and non-governmental partners to increase utilization of Oregon fresh and processed food, and promote school garden-based educational activities in school districts that participate in the USDA National School Lunch Program (NSLP) or School Breakfast Program (SBP). It is the key contact point with counterparts within the Oregon Department of Agriculture, Oregon NSLP sponsors, non-governmental agencies, and community stakeholders active in enhancing the utilization of locally produced foods in Oregon schools.

- Manage the Oregon Farm to School grants and State funds to sponsors of the National School Lunch Program and Education activities.
- Work with farmers, food processors, distributors and school district nutrition service staff to develop capacity and infrastructure necessary to increase utilization of Oregon fresh and processed foods in the State's Child Nutrition Programs. It is the key contact point with counterparts within the Oregon Department of Agriculture, Oregon Pre K-12 school districts, non-governmental agencies, and community stakeholders active in enhancing the utilization of locally produced foods in Oregon Schools.
- Work with a wide variety of state agencies, non-governmental agencies, and individuals on program planning, development, training, and compliance with state and federal laws and regulations.
- Plan and coordinate the Oregon Harvest for Schools initiative.

Georgia

Position:

School Nutrition Farm to School Specialist

Description:

Summary - Under general supervision, coordinates the Georgia Department of Education (GaDOE) School Nutrition (SN) Farm to School (farm to school) Program, including program development, financial oversight, staff support, community development, allied collaboration, and public relations; liaison with internal and external partners including USDA, Department of Agriculture, Georgia Organics, local farmers, and procurement and food-based educational efforts.

Essential Functions - Essential functions, as defined under the Americans with Disabilities Act, may include any of the following representative duties, knowledge, and skills. This list is illustrative only, and is not a comprehensive listing of all functions and duties performed by incumbents of this class. Employees are required to be in attendance and prepared to begin work at their assigned work location on the specified days and hours. Some travel, including out of state, is required. Factors such as regular attendance at the job are not routinely listed in job descriptions, but are an essential function. Essential duties and responsibilities may include, but are not limited to, the following:

- Works with local farmers to educate them on the procurement regulations surrounding the purchasing of local foods for the local school nutrition (SN) programs using Federal funds.
- Works with Local Education Agencies (LEA) SN and culinary staff to assure efficient and effective incorporation of local products into the school's nutrition and food service operations.
- Assists in developing, managing, and evaluating pilot programs including but not limited to routine local food taste tests in local cafeterias; local farm field trips; and working with local school administrators to bring local growers to school sites to help incorporate the importance of food-based education and technology into the classroom instruction.

- Partners with allied organizations to establish local farms as a site for field trips, school garden support, training opportunities, youth development, and special events.
- Works cooperatively with allied organizations to coordinate Farm to School special events including but not limited to Georgia Farm to School month, Feed My School for a Week, The Golden Radish Award criteria review, selection, evaluation and event, Food Day, Harvest Festivals, Harvest of the Month, Know Your Farmer, and Farm to Cafeteria technical assistance projects, etc.
- Serves as a member of the Georgia (GA) Farm to School Alliance. With supervisory approval, may hold a position on the Alliance Steering Committee; attends quarterly meetings; and, serves on the planning committee for the biannual GA Farm to School Summit.
- Lead the Harvest of the Month program and the Student Chef Competition, including developing education and promotion materials and resources for school nutrition and other school staff to use.
- Consistently maintain the GaDOE farm to school website toolkit as a resource to help school nutrition programs implement their farm to school program.
- Works with local school nutrition and Culinary staff to promote and market Farm to School programs; assures effective communication of program offerings; develops promotional materials, e-marketing, and public service announcements; coordinates community outreach and volunteer recruiting programs.
- Demonstrates professional and cooperative behavior when interacting with students, clients, visitors, allied organizations, and staff; acts in a manner that promotes a harmonious and effective workplace environment.
- Enthusiastically promotes the Superintendent's goals and priorities in compliance with all policies and procedures.
- Maintains absolute confidentiality of work-related issues, records, and GaDOE information.
- At times, may be required to work outside normal business hours and work extended hours to accomplish requirements of the position.
- Other duties or tasks may be assigned on an as-needed basis.

Minimum Qualifications - Master's degree in education, education administration, nutrition, or a related field and three years' experience in a professional education capacity which provided a working knowledge of nutrition

education, wellness, grant administration, and/or budget preparation and management. Knowledge of:

- Applicable policies, procedures, and regulations covering specific areas of assignment.
- Rules and regulations of the Georgia Department of Education and other governing agencies.
- State and Federal laws governing public sector grant funding programs.
- Local community resources, agricultural advocacy groups, and regional agricultural programs.
- Personal computers utilizing standard software, and specialized MPS and state agency software applications and procedures.
- Principles of record keeping and records management.
- Food safety rules and regulations.

Kansas

Position:

Registered Dietitian Specialist

Job Description:

The Registered Dietitian Specialist will provide specialized knowledge and consultant services, technical assistance, and training to Child Nutrition Program (CNP) personnel throughout the state of Kansas. This position will direct Farm to Plate initiatives in Child Nutrition Programs. The CNPs include the National School Lunch Program, School Breakfast Program, After School Care Snack Program, Special Milk Program, Fresh Fruit and Vegetable Program, Child & Adult Care Food Program, At Risk After School Snack Program, and the Summer Food Service Program. Local CNP sponsors include public school districts, private schools, child care centers, residential child care institutions, and nonprofit organizations. The Registered Dietitian will also complete Team Nutrition projects as a Team Nutrition project consultant.

Team Nutrition Consultant Responsibilities:

- Collaborates with Team Nutrition staff to implement grant activities according to timeline and within budget.
- Identifies schools, child care centers, and communities in which activities will be conducted.
- Provides assistance on-site, via phone or written communication to entities implementing activities.
- Markets the program and provides background information to child care organizations, schools, and community groups interested in implementing nutrition activities.



Credit: Jason Van Haverbeke

- Interacts positively with local administrators, teachers, students, and community members.
- Contacts school administrators and other school professionals to provide information on the benefits of becoming a TN school.
- Maintains records of contacts and compiles names of schools that choose to participate in activities in the database.
- Cooperates with TN and Healthy Kansas Schools team members to develop and present workshops.
- Makes presentations at schools, as requested, giving first priority to schools having an established community coalition or school health council.
- Responds in a timely and appropriate manner to requests for information about TN.

South Carolina

Position:

Farm to School Coordinator

Description:

The Farm to School Coordinator position was created at the South Carolina Department of Education in 2011. It started as a Full-time temporary grant position and has evolved into a Full-Time FTE position with 100% of the coordinator's time devoted to Farm to School activities.

The Farm to School Coordinator is responsible for working with South Carolina Department of Agriculture, Clemson University, and South Carolina DHEC to overcome existing packing, processing, and distributing restraints to increase the number of local farm products in South Carolina schools. Stays current on South Carolina and USDA laws and regulations affecting the use of South Carolina agricultural products in schools, develops resource materials to support replication of successful Farm to School project components, and compiles and disseminates Farm to School resources. Continues relationship development on behalf of the SC Farm to School Program with a network of collaborators/representatives, serves as primary contact with representatives from any Farm to School project sites, community partners and interested parties, and facilitates communication and working relationships between farmers, schools, and distributors to facilitate the transition of products into schools in a manner that is acceptable to all parties. Conducts workshops, classroom training sessions, and technical assistance for School Food Service Directors and personnel, teachers, farmers, produce distributors, and processors in all areas of the Farm to School Program. Participates in the Office of Health and Nutrition Programs training, provides technical support initiatives for the Districts, and provides assistance with the Fresh Fruits and Vegetables Program (FFVP), Hazard Analysis Critical Control Points (HACCP), and other Special Projects.

Job Descriptions in State Departments of Health

Arizona

Position:

AZ Health Zone Food Systems Specialist

Job Description:

AZ Health Zone (formerly Arizona Nutrition Network) is the State SNAP-Ed Program for Arizona. Within the Food Systems focus area, the Specialist works with Local Implementing Agencies (LIAs) to 1) start and expand Farm to School, Farm to Child Care, Farm to Worksite programs and 2) encourage participation in community, home, school, and child care gardens. Currently, AZ Health Zone LIAs support school gardens in twelve Arizona counties and work on Farm to School projects in six Arizona counties.

South Carolina

Position:

Farm to Institution Director

Job Description:

Under general supervision of the Director, Division of Nutrition, Physical Activity, and Obesity, this position (Program Coordinator II) will serve as the statewide director for the SC Farm to Institution program. SC Farm to Institution is a collaborative partnership between multiple state agencies and organizations. The South Carolina Farm to Institution Program seeks to increase the number of locally grown products provided in institutions, such as schools, preschools, small retail, food banks, health care organizations, government agencies, and other businesses. This position provides vision, facilitation, leadership, coordination, and consultation with key stakeholders to implement and evaluate the SC Farm to Institution. Serves as the coordinator for the SC Farm to Institution Advisory Council, program coordinator meetings, and Executive Team meetings. Identifies and pursues opportunities to promote, expand, and sustain the SC Farm to Institution program.

Credit: Jason Van Haverbeke



Job Descriptions in University Extension

Minnesota

Position:

Extension

Job Description:

30% FTE Farm to School

Continue to serve in primary leadership roles - Core Partner for National Farm to School Network and coordinator of Farm to School Leadership team:

- Begin early planning, mainly conversations with partners to transition leadership. This may take shape as a co-coordination model while human capacity is built within other member organizations of the Farm to School Leadership Team.

Implementation of 2016-18 team goals in alignment with policy platform developed in 2014:

- Establish a Farm to School Coordinator position within the Minnesota Departments of Education and/or Agriculture.
- Preserve and protect existing funding (i.e., Minnesota Department of Agriculture's Farm to School grant program and Minnesota Department of Health's Statewide Health Improvement Program) and provide additional reimbursement incentives for schools to purchase Minnesota grown foods.
- Support food skills development with a focus on cultivating school gardens and supporting Family and Consumer Sciences (FACS) classes.
- Improve farmer support through technical assistance and training.

Core project areas for 2018 include:

- Provide facilitation support, critical network weaving, and content expertise to advance our team goals.
- Improve organizational capacity (human and financial) to implement farm to school in school communities with >50% free/reduced priced meals.
- Farm to School Month coordination and promotion.

Louisiana

Position:

Farm to School Specialist

Job Description:

The Louisiana Farm to School Program is made possible through an agreement between the LSU AgCenter and the Louisiana Department of Education Division of Nutrition Support, and funded through the United States Department of Agriculture. Services provided under this interagency agreement will enable the State to fulfill obligations detailed in [Louisiana Revised Statute 17:195.1](#), which requires the implementation of a Louisiana Farm to School Program. This partnership focuses on the development of a statewide Farm to School Program and focuses on local procurement, nutrition and agriculture education, food systems, and school gardens.



NATIONAL
FARM to SCHOOL
NETWORK