**Technical Orientation**

A quick overview of tools to help you get the most out of this webinar.

*Many thanks to the National Good Food Network and CFSC for this intro to the webinar software*
Your Starting Screen

Hidden Control Panel

To Display Minimized Control Panel

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To Use Your Telephone

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Select “Use Telephone” in the Audio section of the Control Panel.

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More Audio Information

You are muted as an attendee

System displays who is speaking

To Ask a Question

Type your question in the small box at the bottom of the Questions box.

Press Send.

You may want to specify to whom your question is addressed.

Question Submitted
Questions May Be Answered in the Questions Box

Post-Webinar Survey

Agenda
- Technology Training (3 minutes)
- NIFTI Overview (2 minutes)
- IRC – Big Picture and Context (15 minutes)
- NFDP – Program Development (15 minutes)
- New Entry – Funding (15 minutes)
- ALBA – Evaluation and Metrics (15 minutes)
- Next Steps (5 minutes)
- Q & A (15 minutes)
National Incubator Farm Training Initiative (NIFTI)

- National demand for new farmers and their products
- Proliferation of new incubator projects
- Shared challenges
- Increasing requests for TA

National TA Initiative: Major Activities

- Field School (October, 2012)
  - In-Class Work
  - Field Trips
  - Networking
- Webinars
  - Curriculum Development (Nov. 29th)
  - Marketing (Jan. 2013)
  - Site Management (Feb. 2013)
  - Transitioning Farmers (Oct. 2013)
- One-on-one Technical Assistance
- Online Resources

National TA Initiative: Partners and Technical Assistance (TA) Providers
Big Picture and Context for Farm Training Programs
Anchi Mei – IRC Food Security and Community Health Program Manager

1. CONTEXT

2. PARTNERSHIPS

3. REGULATIONS

4. EVOLUTION

Work within the context of your community

1. Start by listening (conduct a needs assessment)

2. Identify the community need to define your program goals
Work within the context of your community

3. Assess your strengths

4. Assess your weaknesses

Develop creative partnerships

**Partnership**: A strategic arrangement between individuals or organizations that has **mutual benefit** and achieves **specific** goals. Identify the community need to define your program goals.

**Collaboration**: An agreement among individuals or organizations to work towards **common goals**.
Some of our successful partnerships right now...

- **San Diego Farm Bureau** (market -> Fresh Fund)
- **Pauma Tribe** (land -> marketing)
- **Kaiser Permanente** (funder -> land and advocacy/networking)

What makes a great partnership?

A clear understanding of expectations (MOU)
Necessary resources (time, financial, etc.) to fulfill partnership obligations
Ability to hear each other and respond with flexibility
Your ideas?

Navigate the regulatory environment

1. Ideally, they’re already a partner. If not, get going!
2. Learn the rules of the game.
3. Seek help to decode (APA professional association, pro bono lawyer on your advisory board, etc.)
4. Pay, paperwork…and play.
5. Or, decide when you need to reform the rules and develop an advocacy strategy.
Get Positive Press And Cultivate Goodwill

Draw Media Attention to Problems

VICTORY!
The New Farmer Development Project
Michelle Hughes – Project Director

Never doubt that a small group of thoughtful, committed people can change the world. Indeed, it is the only thing that ever has.
- Margaret Mead
New Farmer Development Project
• Started in 2000
• Joint project between Greenmarket and Cornell Coop Extension
• Support from Heifer International
• Successful outreach to Hispanic community
• Today 23 farmers, 375 acres in production, 6 landowners, 60 farmers markets throughout the region, 18 CSAs with approx. 1,100 shares

Elements of Group Success
• Stages of group growth
• Incorporating consensus decision making
• Cultivating project leaders
• Nurturing an appreciative approach

Stages of Group Growth
- Performing: Testing leaders, acceptable group behavior, limited participation
- Forming: Flexible and functional rules, strengths and weaknesses accepted
- Norming: Realization of difficulty, reduced unity, cooperation and group spirit
- Storming: Arguments over goals and objectives, personal agendas revealed, lack of unity, broken rules
Characteristics of Successful Groups

1. Understanding of purpose
2. Believe in objectives & ability of each other
3. Personal satisfaction
4. Small enough for awareness; large enough for breadth of skills and knowledge
5. Clearly defined relationship of group to other parts of the organization
6. Clear understanding of members’ relationship to one another
7. Group abides by established norms

Working with Culturally Diverse Groups

• Build personal relationships of trust
• Bi-lingual staff in target languages
• Strong cross-cultural skills
• Sharing stories and adapting to oral traditions
• Simultaneous interpretation
• Allow English speakers to attend presentations in other languages as well
• Farmer-to-farmer education
• Plain language materials

Consensus Decision Making

• What is in the best interest of the group?
• Consent = permission to move forward
• Majority rule creates winners and losers
• Goals and values are the guide
• Buy-in of all members
Steps to Consensus
Decision Making

1. Facilitator introduces the issue
2. One or more group members provide background information
3. Brainstorm all possible courses of action—encourage creativity
4. Discuss the issue—“round robin”
5. Facilitator summarizes the discussion
6. Make a decision

Consensus: a few points about the final decision

- Can I accept the decision even though it might not be what’s best for me personally?
- Does anyone object?
- Consensus is absence of objection, not uniformity of opinion
- Write down final proposal so there is no confusion later on

Cultivating Project Leaders

Why?

- Shared work and responsibility
- Avoid losing momentum
- Many barriers are bigger than one person
- Ensure long-term success and sustainability
Cultivating leaders

• What does it mean to be a leader?
• Are there hidden leaders in the group?
• How can they be supported and empowered?
• Which leaders do you support? Resist supporting?
• Who is not showing up to lead?

Nurturing an Appreciative Approach

To inspire, activate and sustain human energy, pursue possibilities instead of focusing on problems.

Group #1: What do you dislike about garbage/trash? What is the worst experience you’ve had with garbage/trash?

Group #2: What do you like most about garbage/trash? What new and exciting things are happening with garbage/trash?

Appreciative Interviews

• What do you value most about working with the group?
• What has been one of your best experiences with the group?

• What group achievements are you most proud of?

• What new and exciting things are happening in the group?
New Entry
Sustainable Farming Project
Jennifer Hashley – Project Director

Funding: Tools for Economic Sustainability
Show me the money!
How to successfully resource your incubator farm program and expand programming over time.

Farm Incubators – Start Up Capital Needs
- Shared incubator sites need:
  - Acreage to support/expand farmers
  - Parking
  - Water access (irrigation)
  - Potable Water / Wash up
  - Equipment (tractors, implements, tillers)
  - Supplies / Storage
  - Bathrooms
- Shared site wish list:
  - Electricity
  - Greenhouse (heat/fuel)
  - Cooling/Cold Storage
  - Meeting Space
  - Fencing
  - More farm toys....
Funding Options

- Grants
  - Government (federal, state, local)
  - Foundations: mission alignment
- Key Search Terms: food security, agriculture, environment, economic development, farm, land conservation

- Fundraising
  - Grassroots (appeals, campaigns)
  - Individual Donor Cultivation
  - Events - ROI

- Sponsorships/Donations
- Fee for Service (rent, services, TA)
- Program Income (CSA, ed. workshops)

Alphabet Soup of USDA & other Government Funding Programs

- CFP – Community Food Projects
- BFRDP – Beginning Farmer and Rancher Development Program
- RMA / RME – Risk Management Agency (and Regional Risk Management Centers)
- OASDFR – Outreach and Assistance to Socially Disadvantaged Farmers and Ranchers (2501 Program)
- FMPP – Farmers’ Market Promotion Program
- SARE – Sustainable Agriculture Research and Education (farmer, RAE, prof. devt, community, partnership)
- Specialty Crop Block Grants (no more dept of agriculture)
- SARE: Sustainable Agriculture Research and Education (farmer, RAE, prof. devt, community, partnership)
- Regional SARE Grants
- CRIS (Commodity Research Infrastructure Strategy)
- NSIP (Natural Resources Protection Program)
- RMA (Risk Management Agency) and Farm Service Agency (FSA) Loan Programs
- RBEG (Rural Business Enterprise Grants)
- USDA Value-Added Producer Grants
- US Agency for International Development
- Local Community Development Block Grants (CDBG) and MANY Others…

Sustainable Funding Options

(IE: How to get off the grant treadmill?)

- Cultivate in-kind contributions from partners
- Program Income
  - Social enterprise
  - Sales of farm products/services
  - Training/educational program revenues
- Fee for Service
  - Rental income from farms
  - Equipment rentals
  - TA hours
- Sponsorships – local banks, corporate
- Fundraising events
  - ROI
  - Sponsor, sponsors, donations
  - Individual donor cultivation
**Self-Supporting Programming**

- Community Supported Agriculture
  - Non-profit community farms
  - Double function as training and farmer support
- Educational Workshops/Conferences
- Equipment rental / custom services
- Seasonal Plant Sales
  - Supplemental food items (fruit, coffee, chocolates, bread, grains, eggs)
- Farm Dinners
- Special Events (harvest festivals, road races)
- More...

**Financing – leveraging funds for farm incubators**

- Desire to stretch resources (dollars)
- USDA cost-share programs (EQIP, AMA)
- Attract additional funding
  - Federal
  - State
  - Local – CDST's
  - Private (venture) capital – Slow Money
- Future funding is driven by RESULTS
  - Identify farm projects with greatest potential impact
  - Demonstrate benefits (economic, social, environmental)
  - Identify sources of additional funding
  - Build transparency in planning and implementation

**Example – Operating Budget Funding Sources**

**Sources of Operating Revenue**

- New Entry - 2012

- Federal Government Grants
- Private Foundation Grants
- Fee for Service
- Revenue from CSA
- Contributions
Example - Cost Structure of Education, Programming and Land

New Entry Expense Categories

Outreach
Crop Education, Training & TA
Livestock Education, Training & TA
Incubator Farms
World PEAS Food Hub
Farmland Matching
Distance Learning
BFN/ New Entry
Conferences
General Administration
National TA (new)

Agriculture and Land Based Training Association (ALBA)
Patricia Carillo – Business Education Program Manager
Chris Brown – Executive Director

Agriculture and Land-Based Training Association (ALBA)
Salinas, California
Farm Business Incubator Program
Monitoring and Evaluation

ALBA advances economic viability, social equity and ecological land management among limited-resource and aspiring farmers.
Organic Farm Incubator

1) Farmer Education Program: 250 hours / 9 months → apply to Incubator
2) Organic Farm Incubator, up to 5 years:
   - Access land and equipment for 40-90% of market rate
   - Participants start at ½ acre and scale up to 5 acres
   - Farmers have option of marketing product through ALBA Organics
   - To aid transition: ALBA assists farmers in finding land, financing and other services

Monitoring & Evaluation Activities

- Qualitative - through regular interaction with participants
  - Hands-on technical assistance (year round)
  - Trainings/workshops
  - Monthly Farmers’ Meetings
  - Farmers’ Executive Committee
  - Individual discussions (plans, grievances, land allocations, etc.)
  - Business Plan submission (November)
- Quantitative – through data collection
  - Forms – At program entry and events (ongoing)
  - Seasonal progress meetings – New in 2013
  - Farmer Evaluations (November) - New
  - Surveys to assess financial performance (December)
  - Maintain Salesforce CRM Database (year round)

Monitoring & Evaluation Data

- Demographics (intake): Age, Gender, Ethnicity, Income, County, Business status
- Outputs (forms): Hours TA/training Provided, Workshops held, Attendance
- Farmer Outcomes (survey):
  - Income generated
  - Profitability
  - Productivity (income/acre)
  - Jobs created/retained
- Economic/Community Development
  - Total income from ALBA Farmers
  - Total jobs created/retained
  - ALBA Organics sales
  - # of farmers who we help gain access to markets
  - # and amount of loans received
- Internal Metrics (survey): Avg. acreage, Avg. rent/acre, avg. tenure, acre-years/farmer
M&E Aspirations

- **Goal:** Better Monitor Long-term Success of ALBA Farmers
- **Necessary Steps:**
  - Re-construct ALBA database
    - Ensure inclusion of all participants
    - Categorize levels of participation
    - Crunch data for promotion and profile analysis
  - Survey past ALBA participants and graduates to:
    - Gauge long-term impact of program
    - Develop an alumni network (association?)
    - Use alumni as mentors for newer farmers.
  - Improve Data Collection
    - Refine internal survey for better impact assessment of program participants
    - Contract professional M&E firm (scientific and objective supplemental data)
    - Develop or adopt method of measuring production yields
  - Track destination of our produce
    - How much consumed locally?
    - How much to schools?
    - How much to low-income consumers?

M&E Vision

- Report on all ALBA farmers served
- Conduct comprehensive assessment of ALBA impact in terms of:
  - Successful enterprises started
  - Total jobs created
  - Total revenue/profit generated
  - Organic acreage farmed by ALBA alumni
- Project expected income/investment by year for prospective farmers
- Use improved data to:
  - Promote organic farming as a viable livelihood
  - Advocate for sustainable family farms
  - Quantify amount of healthy produce being sold through marketing channels serving low-income consumers

Questions?

Patricia Camillo
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This project is supported by the Beginning Farmer and Rancher Development Program of the USDA National Institute of Food and Agriculture, Grant #2012-49400-19570.
NIFTI Next Steps

**Technical Assistance**
- A limited amount of TA is available through project partners
- Initial intake and first 4 hours face
- Contact New Entry for more info

**Online Resources**
- Website
- Wiki
- List serve

**Webinars**
- Four more in the works
- NEXT Curriculum Development (Nov. 28th, 1-2:30 PM)
- Marketing
- Site Management
- Transitioning Farmers

**Your input is critical!**
- Please complete the evaluation after this webinar
- Feel free to email with ideas, feedback or questions

**Questions?**

Thank you for attending

Please fill out your evaluations!

Contact us:
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