Marketing Support for Incubator Farmers

Brought to you by the National Incubator Farm Training Initiative (NIFTI)

Made possible by generous support from the

CEDAR TREE FOUNDATION

THE CLANEIL FOUNDATION
Agenda

Technology Training – 3 minutes

NIFTI Overview – 2 minutes

New Entry’s World PEAS Food Hub – 20 Minutes

ALBA Organics – 20 minutes

Intervale Center Marketing – 20 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

- **Webinars**
  - Site Management (Feb. 26th)
  - Transitioning Farmers (Mar. 26th)
  - Advocacy for incubators (April, TBD)

- **One-on-one Technical Assistance**

- **Online Resources** (Wiki, ListServe, etc.)
  - nifti.wikispaces.com

- **Toolkit** (Sept. 2013)

- **Field School** (October, 2013)
  - 2 Days
  - Site visit
  - Workshops
  - Networking
National TA Initiative: Partners and Technical Assistance (TA) Providers
New Entry
World PEAS CSA
Kate Petcosky
World PEAS CSA Coordinator
World PEAS Food Hub
History and Lessons Learned

January 30, 2013
New Entry Curriculum and Programs

- Explore Farming!
- Classes and Structured Learning
- Additional New Entry Services
  - Access to Training Farm Sites
  - One-on-one Technical Assistance
    - World PEAS Marketing Cooperative
    - Farmland Matching
    - Resource Library
    - Mobile Poultry Processing Unit
- Farm Business Planning Class
- Livestock Training
- Field Trainings
- Specialized Advanced Workshops

Indicates a pre-requisite
World PEAS History

World PEAS – People Enhancing Agricultural Sustainability
Barriers to Market Access

**Barriers**

- Language
- Cultural – Quality and Display Standards
- Lack of Marketing Savvy/Time
- Lack of Upfront Capital for Marketing
- Technological Barriers
- Insufficient Production Volumes
- Lack of Post Harvest Handling Skills
- Lack of Adequate Transport

**World PEAS Programs & Actions**

- Direct Consumer Outreach and Coordination of Customer Payments
- Coordination of Multiple Farmers into Farmer Collaborative
- Technical Assistance Provided by Staff
- Delivery Staff and Delivery Vehicle Provided
Markets

- Farmers Markets
- Institutional Sales
- Wholesale
- Senior/Low-Income Markets
- CSA
Increasing Food Access

- Summer Lunch Program for Low-Income Children
- SNAP CSA Shares
- Homebound Senior Program
- Lowell Pathfinder Drop-in Center Distributions
- Lowell WIC Office
## Markets by Year

<table>
<thead>
<tr>
<th>Year</th>
<th>CSA</th>
<th>Farmers Markets</th>
<th>Wholesale</th>
<th>Institutional</th>
<th>Low-Income/Senior</th>
</tr>
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<tbody>
<tr>
<td>2005</td>
<td></td>
<td>X</td>
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<td>2009</td>
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<td>X</td>
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<td>X</td>
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<tr>
<td>2012</td>
<td>X</td>
<td></td>
<td></td>
<td>X</td>
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<tr>
<td>2013 - Projected</td>
<td>X</td>
<td></td>
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<td>X</td>
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</table>
CSA Share Breakdown by Year

<table>
<thead>
<tr>
<th>Year</th>
<th>Single Sized Vegetable Share</th>
<th>Separate Fruit Share</th>
<th>Large Vegetable Share</th>
<th>Small Vegetable Share</th>
<th>3 Distributions</th>
<th>20-Week Season</th>
<th>6-Week Academic/Fall Share</th>
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<tbody>
<tr>
<td>2005</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>2006</td>
<td>15</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2007</td>
<td>45</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>2008</td>
<td>100</td>
<td>73</td>
<td></td>
<td></td>
<td>43</td>
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<tr>
<td>2009</td>
<td>218</td>
<td>136</td>
<td></td>
<td></td>
<td>43</td>
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<tr>
<td>2010</td>
<td></td>
<td></td>
<td>196</td>
<td>108</td>
<td>132</td>
<td></td>
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<tr>
<td>2011</td>
<td></td>
<td></td>
<td>124</td>
<td>302</td>
<td>137</td>
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<tr>
<td>2012</td>
<td></td>
<td></td>
<td>80</td>
<td>326</td>
<td>94</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2013-Projected</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>110 425 65</td>
<td></td>
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</table>

* The Fall/Academic Share (marketed to students and university staff) overlaps with the 20-week regular season share.
## World PEAS Revenues by Year

<table>
<thead>
<tr>
<th>Year</th>
<th>Total Revenues</th>
<th>World PEAS Income</th>
<th>World PEAS Expenses</th>
<th>Profit/Deficit</th>
<th>CSA Distribution Points</th>
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<tbody>
<tr>
<td>2005</td>
<td>$6,480</td>
<td>$1,758</td>
<td>$18,000</td>
<td>-$16,242</td>
<td>0</td>
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<tr>
<td>2006</td>
<td>$30,050</td>
<td>$7,269</td>
<td>$54,769</td>
<td>-$47,500</td>
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<tr>
<td>2007</td>
<td>$46,640</td>
<td>$9,492</td>
<td>$46,579</td>
<td>-$37,087</td>
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<tr>
<td>2008</td>
<td>$57,605</td>
<td>$8,111</td>
<td>$44,250</td>
<td>-$36,139</td>
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<tr>
<td>2009</td>
<td>$146,060</td>
<td>$58,844</td>
<td>$66,456</td>
<td>-$7,612</td>
<td>14</td>
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<tr>
<td>2010</td>
<td>$224,761</td>
<td>$79,186</td>
<td>$72,859</td>
<td>$6,327</td>
<td>21</td>
</tr>
<tr>
<td>2011</td>
<td>$272,045</td>
<td>$100,959</td>
<td>$93,706</td>
<td>$7,253</td>
<td>25</td>
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<tr>
<td>2012</td>
<td>$244,921</td>
<td>$72,451</td>
<td>$99,901</td>
<td>-$27,450</td>
<td>29</td>
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<tr>
<td>2013 - Projected</td>
<td>$331,046</td>
<td>$104,534</td>
<td>$104,519</td>
<td>$15</td>
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# World PEAS Financials

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<tr>
<th></th>
<th>Actuals</th>
<th>2009</th>
<th>2010</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
<th>Projections</th>
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<tr>
<td><strong>CSA Commission +</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td><strong>membership Fees</strong></td>
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<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>59,834</td>
<td>79,954</td>
<td>100,959</td>
<td>72,451</td>
<td>104,534</td>
<td></td>
</tr>
<tr>
<td><strong>Expenses</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>CSA Personnel</strong></td>
<td></td>
<td>52,976</td>
<td>53,256</td>
<td>59,591</td>
<td>70,452</td>
<td>71,507</td>
<td></td>
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<tr>
<td><strong>Repair</strong></td>
<td></td>
<td>0</td>
<td>1,661</td>
<td>610</td>
<td>862</td>
<td>700</td>
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<tr>
<td><strong>Vehicle Expense</strong></td>
<td></td>
<td>700</td>
<td>1,033</td>
<td>4,419</td>
<td>0</td>
<td>600</td>
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<tr>
<td><strong>Gas/Tolls</strong></td>
<td></td>
<td>1,700</td>
<td>1,671</td>
<td>3,785</td>
<td>1,474</td>
<td>1,511</td>
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<tr>
<td><strong>Conference Costs</strong></td>
<td></td>
<td>344</td>
<td>0</td>
<td>243</td>
<td>269</td>
<td>276</td>
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<tr>
<td><strong>Printing/Outreach</strong></td>
<td></td>
<td>788</td>
<td>492</td>
<td>2,284</td>
<td>952</td>
<td>976</td>
<td></td>
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<tr>
<td><strong>Supplies</strong></td>
<td></td>
<td>2,071</td>
<td>2,401</td>
<td>2,699</td>
<td>3,980</td>
<td>2,500</td>
<td></td>
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<tr>
<td><strong>Office/Field Space/ Phone/ Internet</strong></td>
<td></td>
<td>2,916</td>
<td>3,398</td>
<td>7,933</td>
<td>8,976</td>
<td>13,000</td>
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<tr>
<td><strong>Other</strong></td>
<td></td>
<td>304</td>
<td>130</td>
<td>133</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td><strong>Cluster Coordinator Shares</strong></td>
<td></td>
<td>1,100</td>
<td>2,970</td>
<td>4,130</td>
<td>4,590</td>
<td>4,705</td>
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<tr>
<td><strong>Total</strong></td>
<td></td>
<td>62,595</td>
<td>66,882</td>
<td>85,998</td>
<td>91,685</td>
<td>95,907</td>
<td></td>
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<tr>
<td><strong>Indirect Expense</strong></td>
<td></td>
<td>5,960</td>
<td>5,977</td>
<td>7,708</td>
<td>8,216</td>
<td>8,612</td>
<td></td>
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<tr>
<td><strong>Total Expenses</strong></td>
<td></td>
<td>68,555</td>
<td>72,859</td>
<td>93,706</td>
<td>99,901</td>
<td>104,519</td>
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<tr>
<td><strong>Retained Earnings</strong></td>
<td></td>
<td>-8,721</td>
<td>7,095</td>
<td>7,253</td>
<td>-27,450</td>
<td>15</td>
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</table>
World PEAS Expansion

<table>
<thead>
<tr>
<th>Year</th>
<th>Item</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>2012</td>
<td>Electricity installation</td>
<td>$5,684</td>
</tr>
<tr>
<td></td>
<td>Cooler transport and Install</td>
<td>$950</td>
</tr>
<tr>
<td></td>
<td>Farmer Bins</td>
<td>$3,904</td>
</tr>
<tr>
<td></td>
<td>Pallet Jack</td>
<td>$395</td>
</tr>
<tr>
<td></td>
<td>Locks</td>
<td>$88</td>
</tr>
<tr>
<td></td>
<td>Sink/Plumbing</td>
<td>$800</td>
</tr>
<tr>
<td></td>
<td>Tomato Storage Space</td>
<td>$933</td>
</tr>
<tr>
<td></td>
<td>Other (to fit out space)</td>
<td>$520</td>
</tr>
<tr>
<td></td>
<td>Total One-Time Expenses</td>
<td>$13,274</td>
</tr>
<tr>
<td>2011</td>
<td>Used 14-foot Delivery Truck</td>
<td>$28,000</td>
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</table>
## World PEAS Farmer Income

<table>
<thead>
<tr>
<th>Year</th>
<th>Total Farmer Income</th>
<th>World PEAS Farmer Earnings</th>
<th>No. of World PEAS Farmers</th>
<th>Avg. Earnings/Farmer</th>
<th>% Change from Prior Year</th>
</tr>
</thead>
<tbody>
<tr>
<td>2005</td>
<td>$5,401</td>
<td>$5,401</td>
<td>11</td>
<td>$491</td>
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</tr>
<tr>
<td>2006</td>
<td>$22,781</td>
<td>$21,970</td>
<td>12</td>
<td>$1,831</td>
<td>273%</td>
</tr>
<tr>
<td>2007</td>
<td>$37,148</td>
<td>$17,766</td>
<td>16</td>
<td>$1,110</td>
<td>-39%</td>
</tr>
<tr>
<td>2008</td>
<td>$49,494</td>
<td>$39,397</td>
<td>21</td>
<td>$1,876</td>
<td>69%</td>
</tr>
<tr>
<td>2009</td>
<td>$87,216</td>
<td>$62,000</td>
<td>21</td>
<td>$2,952</td>
<td>57%</td>
</tr>
<tr>
<td>2010</td>
<td>$145,575</td>
<td>$84,142</td>
<td>26</td>
<td>$3,236</td>
<td>10%</td>
</tr>
<tr>
<td>2011</td>
<td>$171,086</td>
<td>$94,595</td>
<td>26</td>
<td>$3,638</td>
<td>12%</td>
</tr>
<tr>
<td>2012</td>
<td>$172,470</td>
<td>$101,217</td>
<td>25</td>
<td>$4,049</td>
<td>11%</td>
</tr>
<tr>
<td>2013 - Projected</td>
<td>$226,512</td>
<td>$132,932</td>
<td>27</td>
<td>$4,923</td>
<td>22%</td>
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</table>
Operations
Nov-May Planning

CSA Logistics

Confirming Sales with Partner Organizations

Marketing CSA

Expansion to Farm to Institution and/or Wholesale*
Crop Bidding for 2013

World PEAS Cooperative
People Enhancing Agricultural Sustainability

Crop Bidding Requirements

Name: ___________________________ Date: ____________________

Number of acres you produced on in 2012? __________ Number of acres you plan to grow on in 2013: __________

Year you graduated from Farm Business Course (required) ______

Phone 1: _________________________ Email: ___________________________

Phone 2: _________________________ Home address: ___________________________

Do you know how to text message with your phone? [ ] Yes [ ] No If yes, what number(s) receive texts? ___________________________

What is your preferred method of communication for receiving weekly orders? [ ] Text [ ] Phone Call [ ] E-mail

<table>
<thead>
<tr>
<th>Farmer Name</th>
<th>Yrs. In Program</th>
<th>Quantity</th>
<th>Quality</th>
<th>Communication</th>
<th>Attend Farmer Meeting</th>
<th>Helped w/media, events and advertising</th>
<th>Grower helped pack shares</th>
<th>Grower provided significant volume for swap box</th>
<th>Base Starting Point</th>
<th>Multiplied by Factors</th>
</tr>
</thead>
<tbody>
<tr>
<td>New Farmer</td>
<td>0, first year</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1.00</td>
<td>1.00</td>
<td>1.00</td>
<td>1.00</td>
<td>$3,045</td>
<td>$2,130</td>
</tr>
</tbody>
</table>

Please use the space below to provide any feedback about the Cooperative, including communications between the World PEAS Coordinator (Nate) and farmers, the bidding process, organization of the co-op's prices, payments, or any other aspect of the cooperative: ________________________________________________________________

155 Mamineck St, Lowell, MA 01852
Phone: 978-656-1654 Fax: 866-306-3941
email: kpetsosky@comteam.org
Explanation of Bid Matrix

- Best way to be fair in crop bidding process
- Everyone starts with equal portion of the estimated amount of sales we expect among all the farmers over the 2013 season, then multiplied by factors
  - Years involved in program
  - Quality of the produce
  - Timeliness: Did a farmer fall short on delivering produce with less than 24 hours notice?
  - Communication
  - Help with farm tour, attended end of season meeting
  - The amount of actual sales in 2012 compared to final crop offer
# How to fill out crop bid

<table>
<thead>
<tr>
<th>Crop</th>
<th>How many days from June to Dec do you want to sell crop to CSA?</th>
<th>How much quantity do you want to sell on each day you sell this crop to CSA?</th>
<th>Unit</th>
<th>Price</th>
<th>This crop is a 1st or 2nd choice (select one)</th>
<th>Total value of crops (# wks * amt/wk * price)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bitter Melon</td>
<td>1 2 3 other____</td>
<td>25 50 100 other____</td>
<td>each</td>
<td>$1.27</td>
<td>1st 2nd</td>
<td>$____</td>
</tr>
<tr>
<td>Pea Tendrils</td>
<td>1 2 6 other____</td>
<td>25 50 100 other____</td>
<td>bag (0.5 lbs)</td>
<td>$2.60</td>
<td>1st 2nd</td>
<td>$____</td>
</tr>
<tr>
<td>Long Bean</td>
<td>1 1 3 other____</td>
<td>25 50 100 other____</td>
<td>bun (.5-1 lb)</td>
<td>$2.60</td>
<td>1st 2nd</td>
<td>$____</td>
</tr>
<tr>
<td>Garlic Chives</td>
<td>1 3 9 other____</td>
<td>25 50 100 other____</td>
<td>bun (.25 lb)</td>
<td>$1.27</td>
<td>1st 2nd</td>
<td>$____</td>
</tr>
<tr>
<td>Amaranth</td>
<td>1 2 6 other____</td>
<td>25 50 100 other____</td>
<td>bun (0.5 lb)</td>
<td>$2.15</td>
<td>1st 2nd</td>
<td>$____</td>
</tr>
<tr>
<td>Sweet potatoes Greens</td>
<td>1 3 6 other____</td>
<td>25 50 100 other____</td>
<td>bun (0.5 lb)</td>
<td>$1.91</td>
<td>1st 2nd</td>
<td>$____</td>
</tr>
<tr>
<td>Mustard Greens</td>
<td>1 3 6 other____</td>
<td>25 50 100 other____</td>
<td>bun (0.5 lb)</td>
<td>$2.12</td>
<td>1st 2nd</td>
<td>$____</td>
</tr>
<tr>
<td>Water Spinach</td>
<td>1 3 6 other____</td>
<td>25 50 100 other____</td>
<td>bun (0.5 lb)</td>
<td>$1.80</td>
<td>1st 2nd</td>
<td>$____</td>
</tr>
<tr>
<td>Broccoli, Chinese (Raab)</td>
<td>1 3 9 other____</td>
<td>25 50 100 other____</td>
<td>bun (0.5-0.75 lb)</td>
<td>$2.15</td>
<td>1st 2nd</td>
<td>$____</td>
</tr>
<tr>
<td>Bok Choy, Tatsoi, Spey, Sumr Fresh</td>
<td>1 9 18 other____</td>
<td>25 50 100 other____</td>
<td>bun (0.5-0.75 lb)</td>
<td>$1.80</td>
<td>1st 2nd</td>
<td>$____</td>
</tr>
<tr>
<td>Kale</td>
<td>6 12 other____</td>
<td>25 50 100 other____</td>
<td>bun (0.5 lb)</td>
<td>$1.80</td>
<td>1st 2nd</td>
<td>$____</td>
</tr>
<tr>
<td>Collard Greens</td>
<td>6 12 other____</td>
<td>25 50 100 other____</td>
<td>bun (0.5 lb)</td>
<td>$1.80</td>
<td>1st 2nd</td>
<td>$____</td>
</tr>
<tr>
<td>Spinach</td>
<td>6 12 other____</td>
<td>25 50 100 other____</td>
<td>bag (1 lb)</td>
<td>$1.80</td>
<td>1st 2nd</td>
<td>$____</td>
</tr>
<tr>
<td>Chard, Swiss</td>
<td>6 12 other____</td>
<td>25 50 100 other____</td>
<td>bun (0.5 lb)</td>
<td>$1.80</td>
<td>1st 2nd</td>
<td>$____</td>
</tr>
<tr>
<td>Lettuce</td>
<td>1 16 33 other____</td>
<td>50 100 200 other____</td>
<td>heads (2 if small)</td>
<td>$1.00</td>
<td>1st 2nd</td>
<td>$____</td>
</tr>
<tr>
<td>Arugula</td>
<td>1 3 9 other____</td>
<td>25 50 100 other____</td>
<td>bunch (0.5 lb)</td>
<td>$2.80</td>
<td>1st 2nd</td>
<td>$____</td>
</tr>
<tr>
<td>Baby salad greens</td>
<td>3 5 15 other____</td>
<td>25 50 100 other____</td>
<td>bag (0.5 lbs)</td>
<td>$2.80</td>
<td>1st 2nd</td>
<td>$____</td>
</tr>
<tr>
<td>Spinach, baby</td>
<td>1 3 9 other____</td>
<td>25 50 100 other____</td>
<td>bag (0.5 lbs)</td>
<td>$2.80</td>
<td>1st 2nd</td>
<td>$____</td>
</tr>
<tr>
<td>Bean, Bush/Green</td>
<td>1 3 9 other____</td>
<td>25 50 100 other____</td>
<td>bag (1 lb)</td>
<td>$1.99</td>
<td>1st 2nd</td>
<td>$____</td>
</tr>
<tr>
<td>Peas</td>
<td>1 1 3 other____</td>
<td>25 50 100 other____</td>
<td>bag (1 pint/5 lb)</td>
<td>$2.20</td>
<td>1st 2nd</td>
<td>$____</td>
</tr>
<tr>
<td>Edamame</td>
<td>1 2 3 other____</td>
<td>25 50 100 other____</td>
<td>1 quart</td>
<td>$2.20</td>
<td>1st 2nd</td>
<td>$____</td>
</tr>
<tr>
<td>Beans, dry black</td>
<td>1 2 3 other____</td>
<td>25 50 100 other____</td>
<td>1 lb bag</td>
<td>$2.00</td>
<td>1st 2nd</td>
<td>$____</td>
</tr>
<tr>
<td>Summer Squash, Zucchini, etc.</td>
<td>4 14 27 other____</td>
<td>50 100 300 other____</td>
<td>each (0.6 lb)</td>
<td>$0.76</td>
<td>1st 2nd</td>
<td>$____</td>
</tr>
<tr>
<td>Winter Squash (delicata, acom, etc.)</td>
<td>1 5 15 other____</td>
<td>25 50 100 other____</td>
<td>each (or two s)</td>
<td>$1.72</td>
<td>1st 2nd</td>
<td>$____</td>
</tr>
<tr>
<td>Pumpkins, sugar</td>
<td>1 2 3 other____</td>
<td>25 50 100 other____</td>
<td>each</td>
<td>$2.40</td>
<td>1st 2nd</td>
<td>$____</td>
</tr>
<tr>
<td>Cucumber, Asian</td>
<td>1 3 6 other____</td>
<td>25 50 200 other____</td>
<td>each (5 lb??)</td>
<td>$1.00</td>
<td>1st 2nd</td>
<td>$____</td>
</tr>
<tr>
<td>Cucumber, Slicing</td>
<td>3 8 15 other____</td>
<td>25 50 200 other____</td>
<td>each (5 lb??)</td>
<td>$0.64</td>
<td>1st 2nd</td>
<td>$____</td>
</tr>
<tr>
<td>Beets</td>
<td>1 9 18 other____</td>
<td>25 50 100 other____</td>
<td>bunch (1 lb)</td>
<td>$2.70</td>
<td>1st 2nd</td>
<td>$____</td>
</tr>
</tbody>
</table>
## Total for 1st choice & Scheduling

### World PEAS Cooperative
People Enhancing Agricultural Sustainability

<table>
<thead>
<tr>
<th>Crop</th>
<th>How many weeks from June to Dec do you want to sell crop?</th>
<th>How much quantity do you want to sell each week you sell this crop to CSA?</th>
<th>Unit</th>
<th>Price</th>
<th>This crop is my 1st or 2nd choice (select one)</th>
<th>Total value of crops # weeks * amount/week * price</th>
</tr>
</thead>
<tbody>
<tr>
<td>Celeriac</td>
<td>1 2 3 other</td>
<td>25 75 150 other</td>
<td>each</td>
<td>$2.28</td>
<td>1st 2nd</td>
<td>$2.28</td>
</tr>
<tr>
<td>Celery</td>
<td>1 2 3 other</td>
<td>25 75 150 other</td>
<td>bunch (25 lb)</td>
<td>$1.00</td>
<td>1st 2nd</td>
<td>$1.00</td>
</tr>
<tr>
<td>Basil</td>
<td>3 6 12 other</td>
<td>25 75 150 other</td>
<td>bun (0.25 lb)</td>
<td>$2.00</td>
<td>1st 2nd</td>
<td>$2.00</td>
</tr>
<tr>
<td>Cilantro</td>
<td>1 4 10 other</td>
<td>25 75 150 other</td>
<td>bun (0.25 lb)</td>
<td>$1.57</td>
<td>1st 2nd</td>
<td>$1.57</td>
</tr>
<tr>
<td>Dill</td>
<td>1 2 3 other</td>
<td>25 75 150 other</td>
<td>bunch (1 lb)</td>
<td>$1.29</td>
<td>1st 2nd</td>
<td>$1.29</td>
</tr>
<tr>
<td>Parsley</td>
<td>1 2 3 other</td>
<td>25 75 150 other</td>
<td>Bunch</td>
<td>$1.39</td>
<td>1st 2nd</td>
<td>$1.39</td>
</tr>
<tr>
<td>Thyme</td>
<td>1 2 3 other</td>
<td>25 75 150 other</td>
<td>Bunch</td>
<td>$1.49</td>
<td>1st 2nd</td>
<td>$1.49</td>
</tr>
<tr>
<td>Oregano</td>
<td>1 2 3 other</td>
<td>25 75 150 other</td>
<td>Bunch</td>
<td>$1.50</td>
<td>1st 2nd</td>
<td>$1.50</td>
</tr>
<tr>
<td>Mint</td>
<td>1 2 3 other</td>
<td>25 75 150 other</td>
<td>Bunch</td>
<td>$1.50</td>
<td>1st 2nd</td>
<td>$1.50</td>
</tr>
<tr>
<td>Sage</td>
<td>1 2 3 other</td>
<td>25 75 150 other</td>
<td>Bunch</td>
<td>$1.50</td>
<td>1st 2nd</td>
<td>$1.50</td>
</tr>
<tr>
<td>Rosemary</td>
<td>1 2 3 other</td>
<td>25 75 150 other</td>
<td>Bunch</td>
<td>$1.50</td>
<td>1st 2nd</td>
<td>$1.50</td>
</tr>
<tr>
<td>Watermelon</td>
<td>1 2 4 other</td>
<td>25 75 150 other</td>
<td>each (lb)</td>
<td>$2.00</td>
<td>1st 2nd</td>
<td>$2.00</td>
</tr>
<tr>
<td>Cantaloupe</td>
<td>1 2 4 other</td>
<td>25 75 150 other</td>
<td>each (lb)</td>
<td>$2.00</td>
<td>1st 2nd</td>
<td>$2.00</td>
</tr>
<tr>
<td>Honeydew</td>
<td>1 2 4 other</td>
<td>25 75 150 other</td>
<td>each (lb)</td>
<td>$2.00</td>
<td>1st 2nd</td>
<td>$2.00</td>
</tr>
<tr>
<td>Ground Cherries</td>
<td>1 2 5 other</td>
<td>25 75 150 other</td>
<td>pint</td>
<td>$2.80</td>
<td>1st 2nd</td>
<td>$2.80</td>
</tr>
</tbody>
</table>

Total Value of 1st Choice Crops Only $____

Total value of 1st choice crops should not greatly exceed your individual "bid matrix value."

Please indicate any seasonal or weekly scheduling considerations (use additional pages as necessary):

____________________________________________________________________________________________________________________________________________________

____________________________________________________________________________________________________________________________________________________

____________________________________________________________________________________________________________________________________________________

____________________________________________________________________________________________________________________________________________________

Are you interested in growing crops in November or December? Yes / No / Only if greenhouse space is available
Timeline & Documentation

- Crop bid due **DECEMBER 14**
- Initial crop offer sent to you **JANUARY 14**
- If you have issues with your offer, discuss by **January 31st**
- Marketing agreement & attached documents: **MARCH 8th:**
  - Financial survey
  - Crop plan
  - Proof of insurance
  - Food safety plan
  - Business plan update
  - Marketing agreement
Routine June-November

Confirm crop commitments with program farmers

Buy-in additional crops

Farmers harvest, wash and bunch their crops

Farmers deliver to cooler
Routine June-November

Pack Shares

Deliver boxes to pickup sites

Weekly Newsletter

Track purchases and pay farmers (every 2 weeks)
Lessons Learned

• Structure – Continues to Evolve

• Partnerships

• On-Line Purchasing

• Retention Rate
World PEAS Food Hub

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978-654-6745

www.nesfp.org
worldpeascsa.org
ALBA Organics

Christopher Brown
Executive Director

Tony Serrano
General Manager of ALBA Organics
Marketing Support for Incubator Farmers

January 30, 2013
Why a Food Hub

- **ALBA Philosophy**: Facilitate access to all market channels for beginning farmers (understanding that most are not ready to take on marketing their own produce)

- **Approach to Alternatives**
  - Farmers Markets
  - CSA
  - Cooperative
  - Other Direct sales

- **Needed steps**
  - Review, modify curriculum
  - Increase ongoing education requirement
  - Coordinate with farmers’ markets (through CDFA grant
  - Set up CSA training/mentoring program
  - Re-hire market facilitation position(?)
History of ALBA Organics

● Timeline
  ● 2002: AO Established
  ● 2003: $108k in sales in first full year
  ● 2008: Current GM, Tony Serrano, starts; sales at $514k
  ● 2011: Sales grow by 500+% in 3 years to $3.4m
  ● 2012: Move into Watsonville facility
  ● 2013: Developing 1st strategic plan

● Lessons learned
  ● Define mission early: Is hub for farmers, profits, growth?
  ● Attention to staff development and retention
  ● Implement good operations procedures and inventory tracking systems
  ● Do not underestimate need for farmer capacity development
    ● Cultivation, packing, at cooler
    ● Farmer communication and transparency
    ● Market education
Operations

- Facilities
  - ALBA operates at two organic farms in Monterey County
    - The Rural Development Center (RDC) is on 100 acres of land south of Salinas
    - The Triple M Ranch is in Las Lomas on 195 acres, of which 60 is farmable.
  - Incubator farmers drop-off product at cooler at RDC
  - Product transferred to main warehouse in Watsonville (30 miles away)
  - Commercial growers at Las Lomas farm go directly to Watsonville (5 miles)
  - Most product is delivered following morning to SF Bay Area (50-80 miles)
  - Also sell to wholesalers who pick up from Watsonville

- Distribution
  - AO purchase from 85 farmers, 55 of whom are affiliated to ALBA
  - AO margin is typically 24% of sale price
  - 81% of produce purchased and distributed is from ALBA farmers
  - AO sells to over 100 clients but top 20 comprise 80% of sales
  - Biggest are Whole Foods, Google, Capay and Veritable Vegetable
  - Also serving Stanford, UC Santa Cruz and Univ. of Santa Clara and school districts
Product Quality & Food Safety

• Has been a problem:
  • Lack of market knowledge of beginning farmers
  • Lack of training and preparation of participants
  • Rejections, Waste, Credits → Farmer grievances
  • Food safety certification increasingly required by buyers

• Impending Actions
  • Ahead of season ALBA Organics lists principal crops it will market
  • Farmers wanting to market to AO submit annual crop plan to AO for approval
  • Full time farm incubator manager provide cultivation assistance
  • AO staff person inspect fields daily, coordinates harvest with farmers
  • Implement two drop-off times per day to improve operations and quality
  • Improve pack inspection when received → Avoid acceptance of bad product!
From Farmers’ Perspective

Increased technical assistance from:

- ALBA Management for crop planning and monitoring
- Farm incubator manager for cultivation assistance
- Farmer Liaison (from AO) for harvest and marketing coordination
- Cooler staff for packing
- Food safety experts to prep for audit
- Agriculture Education Manager on training topics such as
  - Marketing
  - Post-harvest handling
  - Food Safety
- Finance Director for information on how prices are determined
Infrastructure & Equipment

- Moved to Watsonville warehouse March 2012
  - Increased square footage from 5k sq. ft. to 17k sq. ft.
  - Food safety audited in December
  - Already scouting for next location (2015?)
- RDC Cooler (planned for March)
  - Purchase stainless steel tables
  - Expand wash area
  - Drop hoses
  - Netting ceilings (pest prevention)
  - Drop-off and Load from opposite sides
- Equipment (planned for March)
  - New delivery truck
  - Hydro-cooler
  - Ice Machine
Financials

- Financing for Farmers
  - No direct loans but other forms of ‘financing’
  - Subsidized access to land, equipment and technical assistance
  - Low cost access to markets thru ALBA Organics
  - Facilitate access to financing through education and linkages

- ALBA Organics Financials
  - Increased sales from $500k in 2008 to an expected $5m in 2013
  - Averaging at 20% gross margin
  - Breaking even so far
Questions?

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tony@albafarmers.org
831 761-2033

Chris Brown, Executive Director, ALBA
chris@albafarmers.org
831 758-1469
Intervale Food Hub
Maggie Donin
Beginning Farmer Specialist
Welcome to the Intervale!
Three Main Components to Marketing Training

1. Farmer Component
2. Staff Component
3. Buyer Component
The Farms Program

Incubating New Farmers & Growing Food for Our Community
Farms Program Application Process

- Business planning from the early stage
- Peer approval process
On-going business planning support
Mentorship
• Just completed 5th year of operation
• Worked with over 40 farms, processors, and fisherman
• Partnered with over 40 local businesses
• Served about 1200 members
• 2012 gross sales reached $500,000
Support for farmers from the Intervale Food Hub

- Market Demand Information
- Product Quality
- Packaging
- Labeling
- Food Safety
- Support for grant proposals
- Working capital upfront
Why a Food Hub?

• **Farms Program:** Help new farmers access land to establish their business

• **Success on Farms:** Helps farmers maintain their businesses and continue to be successful and reach their goals

• **Food Hub:** Help farmers understand market demand and trends and access new markets.
So does every incubator need a Food Hub?
• Individual marketing assistance along with more formal marketing curriculum.
Thanks!

Maggie Donin
Beginning Farmer Specialist
Intervale Center

802.660.0440
maggie@intervale.org
NIFTI Next Steps

- **Technical Assistance**
  - A limited amount of TA is available through project partners
  - Initial intake and first 5 hours free
  - Contact New Entry for more info ([eagudelo@comteam.org](mailto:eagudelo@comteam.org))

- **Online Resources**
  - Website
  - Wiki – Share your resources!
  - List Serve

- **Webinars**
  - Three more in the works
  - NEXT: Site Management
    - February 26th 1 – 2:30 (EST)
  - Transitioning Farmers
    - March 26th 1 – 2:30 (EST)
  - Advocacy for Incubators
    - April - TBD

- **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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National Incubator Farm Training Initiative Coordinator
New Entry Sustainable Farming Project
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978-654-5731