

The Global Greens Program Toolkit:

A PROGRAM OF LUTHERAN SERVICES IN IOWA



**This toolkit was developed by the Global Greens Staff
at Lutheran Services in Iowa (2017)**



www.LSIowa.org/GlobalGreens

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LSI Global Greens Program Toolkit

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Introduction

Welcome to the Lutheran Services in Iowa Global Greens Program Toolkit. Over the past six years of developing this program we have learned many things about creating a successful refugee agriculture program. This toolkit is a snapshot of what we have learned and where we are in our current program. Our endeavor in creating the Global Greens program is by no means complete or perfect. We are on the cusp of expanding our program even further through community gardens gaining independence, developing new land sites for transitioning market farmers and exploring new market options through the possibility of a food hub model. As we begin these new ventures, we will continue to learn and are deeply grateful to all of our program partners and supporters. We hope this tool is useful to you if you are considering a community garden or incubator farm training program in your area. Please reach out to us with any questions you may have about our process as you develop your own. We'd love to share more and consult with you on any of the areas described in this toolkit.

The motivation for all of our work at Global Greens has been the incredible dedication and resilience that our farmers carry with them, and their desire to share their farming skills and experiences in their new home, here in Iowa. We hope that this toolkit honors their passion and role in making the Global Greens program what it is today.

- The Global Greens Team at LSI



Section 1: Introduction and History of the Global Greens Program

Global Greens is a program of Lutheran Services in Iowa (LSI), a nationally accredited non-profit human services agency. For 152 years, LSI has delivered services that improve our communities. The agency impacts tens of thousands of Iowans annually across all of Iowa's 99 counties through the following services: child abuse prevention programs, residential treatment for children with mental health diagnoses, intervention and skill-building programs for families in crisis, services for people with disabilities, foster care and adoption through a statewide collaboration, pediatric integrated health services, and refugee community services.

LSI's Refugee Connection Center in Des Moines, Iowa has assisted thousands of refugees over the past four decades in successfully integrating into the community. As defined by the United Nations, a refugee is someone who has been forced to flee his or her country because of persecution, war, or violence. A refugee has a well-founded fear of persecution for reasons of race, religion, nationality, political opinion, or membership in a particular social group. Most likely, they cannot return home or are afraid to do so. War and ethnic, tribal and religious violence are leading causes of refugees fleeing their countries.

In 2010, LSI shifted its focus from resettlement services for newly arrived families to programming that supported families on a long-term basis. Since then, LSI's Refugee Community Services programs have developed to focus on six key areas, serving more than 800 individuals each year through:

- Connecting elderly refugees to community resources
- Providing employment-readiness services for individuals who face high barriers to employment
- Eliminating barriers to English language education by providing English classes in refugee-concentrated neighborhoods around the city
- Reconnecting refugees to their agricultural backgrounds through gardening as a mechanism to provide food for themselves and their communities
- Assisting refugee women to gain economic self-sufficiency through a child care business development program, while also supporting parents and families to adjust to the new dynamics of family life in their new community

For more information on specific refugee cultures and the refugee experience check out, <http://www.culturalorientation.net/learning/backgrounders>

Find stories and more surrounding refugee advocacy in Iowa at, www.iowastandswithrefugees.org



- Helping refugees build stronger financial futures through the provision of financial education and matched savings for newly arrived families to acquire assets such as a car, home, education, or small business.

The idea for LSI's Refugee Urban Agriculture Program arose on a 2010 road trip when LSI staff and ethnic community leaders went to Washington D.C. for a conference. As they drove through miles and miles of corn and soy beans, the former refugees remembered farming in their home countries and wondered, "How can we get some of this land?" Since then, LSI has found that many of the most recently arrived refugee groups in Iowa have spent the majority of their lives farming and have expressed a strong desire to farm in Iowa as well. Since 2011, LSI has worked with members of various ethnic groups to create the **Global Greens Program. It provides a spectrum of opportunities for individuals in the refugee community to increase food access within their communities and our larger community by growing food for themselves and others.** LSI connects growers to small community garden plots which are used for home-consumption as well as larger plots of land and training where growers are in the process of developing small farm businesses and distributing fresh produce through new and established market venues across the city.

Learn more about the story of Global Greens at www.youtube.com, *Lutheran Services in Iowa, Get Involved with Global Greens*

Read the full planning grant, "Iowa Immigrant and Refugee Incubator Farm Program" (2012) by Nicholas Wuertz and Linda Gobberdiel.

Leopold Center Completed Grant Reports. 417.

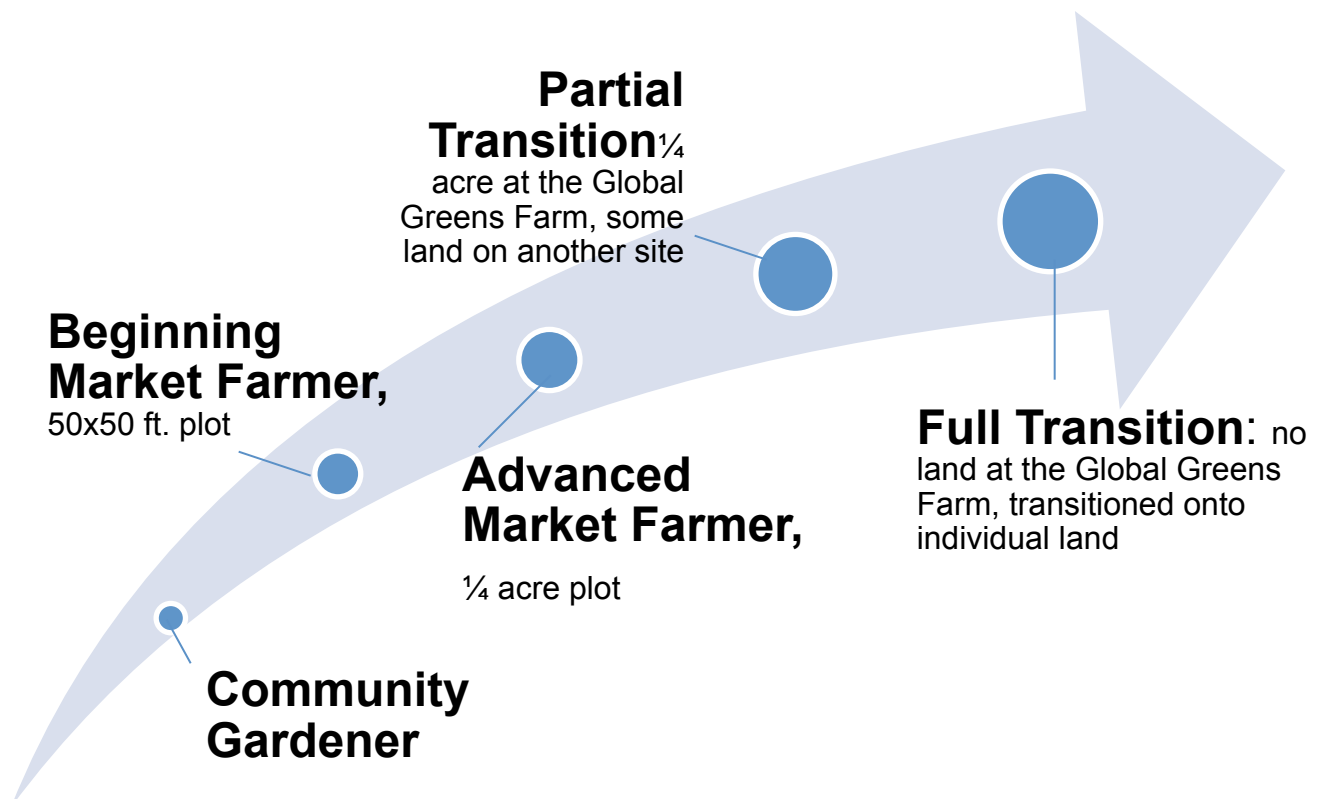
http://lib.dr.iastate.edu/leopold_grantreports/417

Over the years, LSI has identified that there are really five phases to this process for farmers to be considered fully independent. While three farming families are currently in the process of transitioning onto alternative land options over a three-year period, we have found that this is not a true independent transition but rather a new phase of support.

Program Phases are as follows:

- Phase 1 connects refugee gardeners to small community garden plots near their homes.
- Phase 2 provides a training farm program with larger plots of land and the intensive support and training of farmers with at least one year of community garden experience. This allows them to develop viable small-market businesses over a three-to-five-year period through gradual exposure to farm operating costs.
- Phase 3 provides additional land for farmers to complete at least a year in partial transition where they expand their land size while still receiving supports and infrastructure at the LSI Global Greens training farm.
- Phase 4 transitions farmers off the training farm and onto their own land by providing supports to develop their new site and graduated supports in all other areas of their business.
- Phase 5 is when a farmer is well connected to supports outside of LSI and has no contractual agreement with LSI for technical assistance. However, farmers are still allowed to sell into the LSI Food Hub by paying an aggregation fee.

Spectrum of opportunities for Global Greens participants to re-connect to the land:



Section 2: Why Refugee Incubator Farm Programs are Important

LSI's Global Greens program helps improve the health and wellbeing of refugee adults and children by increasing the availability and access to fresh, healthy food to refugee growers, their families and the wider community. When LSI first began its Global Greens program in 2010, interested growers expressed many reasons for wanting to grow food again. Among them were:

- A desire to have better access to fresh healthy foods that they were accustomed to growing in their home countries and find to be expensive, low quality and/or impossible to find in local grocery stores
- A desire to use the wealth of experience and skills they brought with them to the U.S.
- The benefits of physical exercise that they were accustomed to from farming back home
- Mental health benefits, emotional healing, and the ability to have a connection to something familiar in their new community

Global Greens promotes healthier neighborhoods and communities through the creation of community gardens in low income areas and increases the amount of fresh, local foods that are consumed when produce is shared or sold to the community. Gardeners' immediate families and friends benefit from the access to food, while farmers experience the benefits of home consumption as well as providing increased access to fresh and sometimes less-common produce through markets. Access to growing space impacts the health of the refugee population in multiple ways:

- It provides physical health through exercise opportunities in low income neighborhoods for this population that is mostly renting in dilapidated apartments buildings.
- It provides nutritional health for families by allowing them to grow their own fruits and vegetables, which they can consume at home, share, and sell to others in their community.
- Community gardens create positive, green spaces which are lacking in many of the neighborhoods where refugee families are living. Gardens and farmers' markets allow for increased community and social health through interactions with neighbors and the larger public.
- It positively impacts individuals' purpose by allowing this traumatized population to be able to return to doing something safe and familiar and as many gardeners report, "working in the dirt provides therapy for the soul."
- Finally, access to land promotes financial health through the opportunity to sell excess produce to friends and community members through the Farmers' Market and other market outlets.



In 2015, all of the farmers at the Global Greens training farm identified home consumption as a significant benefit to being in the program. Many farmers purchased extra freezers in order to keep produce longer and save on grocery bills all year round. Farmers reported keeping an estimated \$48,509 worth of produce for home consumption.

2.1 Success Stories



Hello, my name is Bizimana Charles and I am a participant in the LSI Global Greens training farm program. I am originally from Burundi and have been a farmer all my life. In Burundi, my family farmed many types of crops such as; beans, potatoes, coffee, cassava, bananas and sugar cane. However, in 1972, we were forced to flee our country and went to the Congo. Four years later, we returned to Burundi because we wanted to ensure that we would be able to keep our land. But in 1985, once again we were forced to flee from our home. We went back to Congo and then again later to refugee camps in Tanzania. In Tanzania, the president gave us land around the refugee camp to use for farming because the rations given by the UNHCR were not enough. I farmed a small plot - similar to the size of a community garden plot here in the United States - to supplement our food supply. Some people had bigger plots outside the camp, but I was busy because I also taught math and biology to students in 7th and 8th grade. Each of my eight classes had more than 75 students! In 2009, I had the chance to be resettled to Des Moines, Iowa. I was very interested in farming since it had been such a part of my life back home. In 2011, I started gardening in a small community garden plot given to me through LSI. In 2013, I was able to transition to a 50x50ft. plot at the Global Greens Farm and start selling my produce as a business.

For me, the farm is important for many reasons. If I were to purchase African eggplant, a staple crop in the Burundian diet, I could easily spend \$300 each year on that one vegetable. With our farm, we are able to significantly reduce our grocery costs. We save money by freezing produce so that we eat it throughout the whole year. We are also able to grow other hard to find crops such as African dried corn, isogo, and lenga lenga. This is so important to

our people. Friends will even call us from Cedar Rapids before the market each week to see what we have and will drive to purchase food each week. Some farmers even sell these staple crops to families in other states who cannot find them in local grocery stores or need a large amount for a wedding or party. The farm is also very important for our children to understand how food grows and know about our cultural crops. It is good exercise for our bodies. Many farmers notice that their bodies do not feel as well in the off season because they are not outside and working on the farm. We have also seen an increase in diabetes within our Burundian community since moving to the United States. One reason is how much sugar is here in America. In Africa, we might have a soda once a year, but here you can have one every day. We know that eating leafy greens is very good for you, that is why you will see Africans at our market buying garbage bags full of our greens. When it is time to harvest, I hardly eat at home, I eat almost all my food raw from the farm. I have also started eating new foods that I know are good for me that I didn't know before such as kohlrabi, radishes, sugar snap peas, arugula, spinach, and broccoli.

Check out more stories and photos from Global Greens Farmers at <http://www.youtube.com/user/LutheranServicesIA>

This program gives many people from my community opportunities to grow the food they love and gain income from selling produce. Out at the Global Greens farm, we have 12 Burundian families farming at various sizes with three families having expanded their farms onto additional land off site. I am one of those farmers. I have two acres in Altoona that I just started renting from a farmer. 2017 will be my first year farming there. I have already purchased a trailer to transport my produce. I am also applying for my first loan through the FSA (Farm Service Agency) for \$15,000 to purchase equipment such as a BCS walk behind tiller, tiller attachments, a cooler, and a wash station. I am also finishing my business plan for the Savings Incentive Program through Practical Farmers of Iowa (PFI). Once I complete that I will have more money that PFI will match to put towards my business. However, farming in the United States is not like it was at home. For me, visiting my PFI mentor's farm - as well as visiting other farms - has shown me new varieties of crops and methods of farming that I did not know about before. Everything is new for us, we don't have the tools that we are used to and there is a lot of equipment we are learning how to use. I still need help to develop infrastructure on my new site, such as building a cooler and how to fix equipment when it

breaks. One part of my business that I am very proud of is how I have learned to sell my food on the computer through the Iowa Food Coop. My first year, I sold \$265 on the co-op and did not know how to post my produce online or anything about how it worked. Over the last two years I have learned more about how it works and am now able to post my vegetables on my own and even understand the strategy of when I should post items, varieties that people like, and how much I should sell things for. In 2015, I earned \$1,797 and in 2016, I earned \$3,610 just from the food coop.

I am excited to grow my business on this new piece of land. I am planning to be able to stop working my other job - at least during the summer - to focus on my farm. Eventually, I hope I can farm as my full-time job. I would like to learn how to be a tax preparer for my small business taxes so I can help other farmers as well. I am an interpreter with LSI and have already begun to help other farmers with their seed orders and learning how to post items on the Iowa Food Coop. Many new families are still coming from the Congo and Burundi and when I talk to new families, they are very interested in this program. I, on behalf of my community, am very thankful for the opportunity of the LSI Global Greens project. Having access to land is an essential part of our success and well-being in this country, our new home.

- Bizimana Charles, Eating Well Farm

Section 3: Language and Cultural Considerations

Interpretation is a critical component of providing any sort of training, technical assistance or communication when working with beginning farmers who have varied English language abilities. It is especially critical when communicating program expectations, policies, and procedures but also important to ensure that there is effective two-way communication. Growers need to be able to ask pertinent questions, clarify expectations, and express themselves to the staff who are working with them.

It is essential that interpreters understand the content they are interpreting. Especially with farm vocabulary that is new it should not be assumed that an interpreter would understand the vocabulary or have appropriate ways to interpret the information into their native language. Meeting with interpreters ahead of time is very helpful, as well as consistently checking for understanding with both participants and interpreters throughout a training. LSI has found

success in hiring on experienced farmers with English proficiency as interpreters since they are more familiar with the vocabulary and would likely be at the training already as participants.

Soliciting regular feedback from participants is one of the methods that has helped LSI overcome some of the language and culture barriers and create a sense of collaboration and community amongst program participants and staff. However, it is important to note that various cultural groups may feel uncomfortable with providing feedback. LSI has tried to engage participants in a variety of settings and on multiple occasions. Offering large group, small group and one-on-one opportunities for farmers to share is important. We also assure them that their voice is a valuable part of creating the program and making it better, and that there will be no negative outcome for sharing opinions.



Incorporation of English language learning tools and training into an incubator training farm for limited-English speaking farmers is critical to their business growth and development. The implementation of farming-specific English as a Second Language classes in the off-season was well received by participants and was in direct response to some of their identified areas of growth to become more effective marketers. Additionally, using visual aids, concrete objects, and picture-heavy presentations helps farmers with limited literacy grasp concepts and visualize processes. *(See Training Section for more information on ESL focused Training and Technical Assistance, T&TA)*

3.1 Participant Recruitment

The Community Garden level of the Global Greens program serves as the gateway for all other program levels. Participants must complete at least one growing season in a community garden before being eligible to interview for more land. LSI began program recruitment by meeting with ethnic community leaders and engaging with groups by speaking at church services and community meetings. Since the beginning of the program, LSI has quickly amassed a long waitlist of interested gardeners, and each year, more are added -- mainly through word-of-mouth. LSI is working to target groups that may not yet have heard about the program, as most of the waitlist is composed of people from tge communities that are already heavily participating in Global Greens. LSI has found that community gardens are usually a best fit for individuals who have been in the United States at least a year, giving them time to feel settled and know how to access resources and find their way around town. A high percentage of community gardeners are elderly (60+) while market farmers tend to range from ages 30 to 60.

3.2 Bilingual Community Associates (BCA)

In 2014, LSI began hiring Bilingual Community Associates who were able to take on more independent responsibilities beyond interpretation. As interpreters became more familiar with program paperwork and garden procedures, LSI identified that the most efficient practice would be to give these staff more independence to organize their own communities. BCAs recruit new gardeners, set up garden meetings, follow up with gardeners on any issues, notify gardeners of trainings and conduct end of year surveys. BCAs are essential in the planning process because they know what areas their communities are living in and are aware of general feedback they are hearing in their communities.

Section 4: Partnerships

Partnerships are essential to improve land access for gardening as well as helping beginning farmers launch their farm businesses and get their produce to local markets. Below is an overview of various partnerships that have enabled the Global Greens program to be what it is today.

4.1 Community Garden Hosts

Community Garden Hosts are varied and each partnership is unique in the level of involvement from the host. Some groups, such as churches, are looking for opportunities to interact with gardeners and are much more hands on in their involvement. Other hosts have included individual land owners, community centers, non-profit organizations, and a mobile home park. These groups have assisted in the costs of initial set up and provide limited infrastructure supports, however, these have not been relationship-focused efforts. Finally, LSI has been able to partner with established community gardens through neighborhood associations, the local Parks and Rec department, and a local YMCA. In these relationships, LSI acts as a liaison to connect gardeners to existing opportunities and has no involvement in the actual garden management. LSI does follow up with these gardeners directly if there are any issues, such as getting a weed notice or letting gardeners know about work days. LSI also relays gardener feedback to the garden manager. LSI was able to successfully advocate starting two new community gardens through the Parks and Rec Department and one garden through the YMCA that targeted land close to many refugee families. Don't be afraid to provide input on where more gardens might be helpful in your community. In our experience, many organizations are interested in starting gardens, but they lack the gardeners to make it a reality. This has been one of LSI's greatest strengths.

4.2 Valley Community Center (VCC)

The VCC is a community center connected to Valley Church in West Des Moines. The VCC provides 6.5 acres for the Global Greens incubator farm and barn space. VCC also hosts a bi-monthly farmers' market after their church services, free of cost to LSI. The VCC is also a pick-up site for the Global Greens CSA. LSI and VCC hold an annual meeting after the growing season to review the year and work out any logistical issues with the shared land use.

4.3 Practical Farmers of Iowa (PFI)

PFI is a farm membership organization that provides networking, research, and support to sustainable farmers across Iowa. They also support beginning farmers through a matched savings and mentorship program called Savings Incentive Program (SIP) and offer field days throughout the season to share information amongst farmers. Growers in LSI's program attended their annual conference and participate in field days. PFI's Beginning Farmer Manager works closely with LSI to ensure that SIP materials and the farmers' experience of the program is culturally and linguistically appropriate.

www.practicalfarmers.org/member-priorities/beginning-farmers/savings-incentive-program/

4.4 Eat Greater Des Moines (EGDM)

EGDM is the regional food system working group for the Des Moines area. They offer promotion and resource support for LSI staff and participants. They have also been a key partner in the implementation of the new Double Up Food Bucks program, including helping to secure resources to fund matching dollars specifically for the LSI Farmers' Market.

www.eatgreaterdesmoines.org

4.5 Iowa Healthiest State Initiative (IHSI)

IHSI has spearheaded the implementation of the Double Up Food Bucks program statewide. LSI was a pilot market for this program in 2016 and will continue to implement the program in years to come. IHSI representatives have assisted in market logistics, materials, data tracking, and securing funds for the program.

www.iowahealthieststate.com/resources/communities/double-up-food-bucks/

4.6 Market Managers

LSI staff consider managers of any market that Global Greens farmers are attending to be key partners to the farmers' success. Having a good working relationship with the manager will help provide feedback to farmers and create a relationship between the manager and farmer where both parties feel comfortable communicating with each other. LSI has had managers attend

trainings in the off-season to get to know farmers and talk about the year. Some managers have also visited growers' farms.

4.7 Iowa State University (ISU) Extension

ISU Extension employs staff trained in a variety of areas that can provide training to farmers from production, soil, pests, and disease to food safety. They also offer soil testing and pest/disease identification, which has been a helpful resource to both staff and farmers. ISU Extension also includes the Local Foods Team, which has been a valuable resource for LSI in program development and planning efforts.

www.extension.iastate.edu/topic/agriculture

www.extension.iastate.edu/localfoods

4.8 The National Incubator Farm Training Initiative (NIFTI)

NIFTI is a national organization that supports incubator training projects. LSI highly recommends using this site for more resources and connections to similar projects across the country. NIFTI's services include:

- A dedicated online resource center for incubator farms with document templates, sample curriculum, site management protocols, and much more
- Archived and ongoing in-depth webinar series on topics related to the operations and management of farm incubators
- Personalized, one-on-one technical assistance for your startup or established program from a network of experienced incubator project staff
- Annual "Farm Incubator Field School" bringing together a national "Community of Practice" to learn, network, and problem solve with their peers
- Social networking and collaboration opportunities through Facebook, Incubator Farms List Serve, and ongoing administrative support
- National level data gathering and the development of metrics that speak to the impact and outcomes of land-based farm incubators

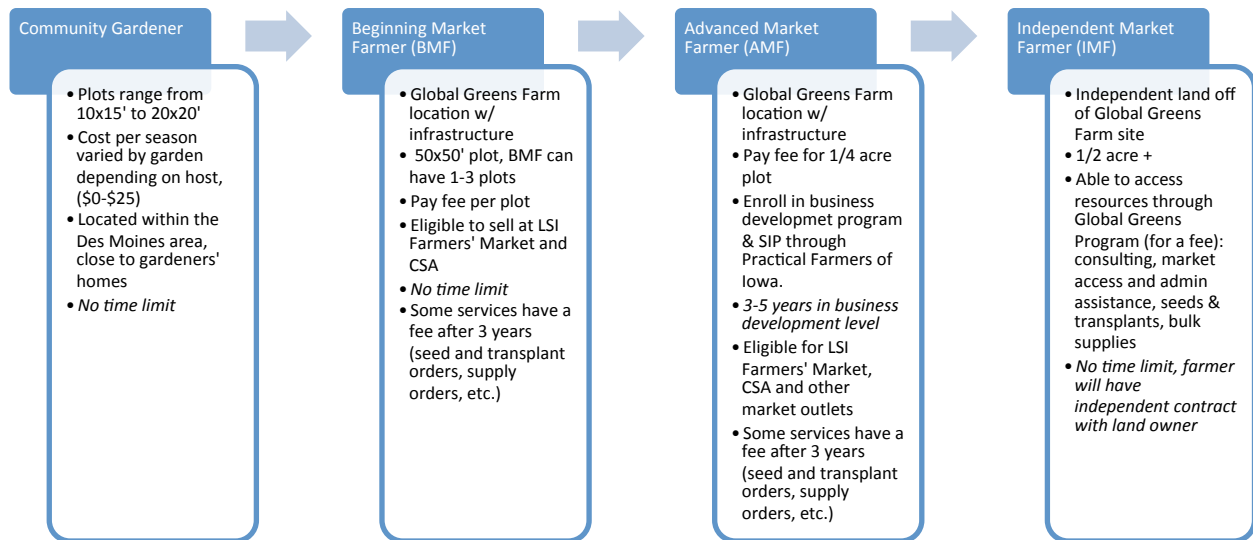
www.nesfp.nutrition.tufts.edu/food-systems/national-incubator-farm-training-initiative

4.9 Farm Service Agency (FSA)

The local FSA office has provided group training to the farmers at Global Greens as well as individualized assistance as the first farmers have applied for micro-loans through the FSA. LSI is working to translate key information on FSA services and create a video about record-keeping that would best prepare farmers to one day apply for a loan.

Section 5: Program Flow

The model below describes the general flow of how a farmer might move through the Global Greens program. We will explore each of these levels in the sections below.



Section 6: Community Garden Level

6.1 Considerations for Starting a Community Garden

LSI has connected with landowners, organizations and churches who are interested in pursuing possible new garden locations. Once new gardening opportunities have been identified, LSI will assist in coordinating the initial details of starting a garden, helping gardeners get settled in and maintaining the garden throughout the season. From LSI's experience, once gardeners are into the growing season only a small amount of oversight is needed.

Before starting a new garden, discuss the following items with the host and representative gardeners and/or BCAs, as well as any unique details that need to be addressed:

Identify a key facilitator within the church or organization: Who would manage any questions that come up surrounding the garden?

Responsibility: When problems issues arise who is responsible to follow up and solve the problem? Who is responsible for land management issues? Gardener issues? General maintenance problems?

Water: Would gardeners split the water bill amongst themselves or would water be paid by the organization or church? If gardeners are paying for water, how will payment be collected?

Language Needs: Is the organization/church willing to be flexible with limited English skills?

Accessibility: Is the location near where many refugee families are living? Is the garden accessible on a bus route?

Number of gardens: How big of a space is available? How many gardeners would be able to garden at the site? How big will the garden plots be?

Interaction with gardeners: What type of interaction is desired between the organization/church and the gardeners?

Representative: Is the garden set up as a collaboration of what the gardeners and community desire?

Produce: Will the produce be for the gardeners' home consumption only, or could there be opportunities for the gardener to sell extra produce?

Tools: Will there be storage for tools? Will individuals provide their own tools or use tools collectively?

Infrastructure: What type of infrastructure already exists? Will fencing or sheds need to be constructed? Is there parking available?

Chemicals: Will there be specific rules on what types of chemicals, if any, could be used in the garden area?

Contracts: Will there be a contract that needs to be signed? How will contact information be managed and used?

Volunteers: Are volunteers needed in any capacity? If so, how will they be recruited and what will their job descriptions be?



6.2 Gardens Are Not One Size Fits All

LSI has implemented a few different models with various hosts and supports a spectrum of community gardens falling into three primary categories

LSI Managed Gardens: LSI has struggled at times to find organizations willing to partner to provide financial assistance and/or garden management in neighborhoods where many clients live. LSI recognizes that there will always be a need for individualized garden spaces in these neighborhoods. Once land has been identified, LSI has decided to manage the land. These gardens provide an important gardening opportunity for LSI's clients, but they will also always need some level of maintenance and funding from LSI to provide upkeep to the garden.

Host Managed Gardens: LSI is always looking for new hosts who are willing to be more involved and who are looking to take over more ownership of their garden. First, LSI looks for hosts that are interested in providing funding to the garden project and are willing to write grants that could support the garden long-term. Some groups choose to have gardens available to members of their group along with the refugee community, or in three cases, churches are providing space for refugee gardeners while collectively growing a donation garden in an adjacent area. These types of projects tend to garner more involvement from a host group. In these cases, LSI advises the host on funding opportunities, provides advice on the necessary infrastructure, and facilitates communication between the gardeners and the host.

Gardener Managed Gardens: LSI has also worked with two Liberian church congregations who are interested in growing as a collective. The congregation rents the land and LSI has helped with initial infrastructure projects as well as grant writing to help the group become more independent. These groups choose to grow collectively and share the food amongst themselves.

These categories are general and some of LSI's gardens fall into a combination of two of these categories. LSI has found that there is no one-size-fits-all way to start a garden: each type of garden has its advantages and disadvantages. Ultimately, staff must decide on their own management capacity if there is very little host support.

United Way of Central Iowa Community Garden Mini-Grants
RFPs come out each year around February. Find more information at: www.unitedwaydm.org/gardens-rfp-2017

Metro Waste Authority Grant typically open each year in May. Grant information can be found at: www.mwatoday.com/re-sources/grants

6.3 Garden Grants

LSI has found success in helping more independent gardens apply for Community Garden mini-grants through the Central Iowa United Way. Gardens have also applied for compost through the Des Moines Metro Waste Authority. The one drawback to these grants is that both are reimbursement grants, so gardens must have the capital to purchase the items initially.

6.4 Training Specific to Community Gardeners

Due to the scope of the Global Greens program as a whole, LSI has not focused on training for community gardeners as much as it has for beginning farmers. Community garden training has been most successful when it is done in-season with a specific garden. Gardeners have a wide variety of schedules and this can make it difficult to create the feeling of a collective group working together at a garden. Generally, Saturday mornings have been the best times for groups to meet. Training topics that have been most often identified by gardeners have been soil health, pest and disease control, and seasonality of crops.

6.5 Contracts and Liability Waivers

Beyond general LSI client intake paperwork, LSI does not have a formal policy on any contract or liability waiver that gardeners have to sign. This is left to the discretion of the host site. LSI can provide sample contracts to hosts and allow them to make decisions within their organization or group. *A sample of a Garden Contract, Waiver and Agreement can be found in Appendix 1-3.*

Section 7: Incubator Farm Introduction

7.1 What is a Farm Incubator?

A farm incubator project is a land-based multi-grower project that provides training and technical assistance to aspiring and beginning farmers.

7.2 Defining Farm Incubators

Like traditional business incubators, farm incubator projects aim to help new and beginning farm entrepreneurs establish their own successful businesses by providing specific resources and services that are difficult for startup entrepreneurs to access on their own. The types of resources and services offered by farm incubator projects vary depending on geographic area, demographics, funding, and other factors. However, the overall goal of farm incubator projects is consistent: to minimize the barriers to entry for aspiring and beginning farmers.

This introduction to incubator farm programs has been provided by the National Incubator Farm Training Initiative (NIFTI) Toolkit. Find the full toolkit at:

<https://nesfp.nutrition.tufts.edu/food-systems/national-incubator-farm-training-initiative/training-materials/farm-incubator-toolkit>

7.3 Farm Incubator Structure

Barriers to entry for aspiring and beginning farmers in the US include access to land, infrastructure, knowledge, markets, and capital. Farm incubator projects address these obstacles in many ways, some of which are listed below. Note that each farm incubator project is different, and the listed resources and services may not be offered by all projects.

Land:

- Provide low-cost or free rent for land
- Help participants identify suitable land for lease or purchase
- Match landowners and incubator participants

Infrastructure:

- Provide low-cost or free access to equipment and tools
- Provide low-cost or free access to infrastructure (e.g. walk-in coolers, barns, wash stations, hoopouses)
- Provide access to utilities like irrigation, water, and electricity

Knowledge:

- Create opportunities for ongoing training through workshops, classes, field trips, etc.
- Connect participants to outside experts and/or mentor farmers
- Provide ongoing one-on-one technical assistance with all aspects of farm operation

Markets:

- Help participants find and enter farmers’ markets, restaurants, and other sales outlets
- Establish or support the establishment of Community Supported Agriculture (CSA) programs
- Facilitate wholesale accounts and/or institutional sales

Capital:

- Work with participants to develop the recordkeeping tools and skills they will need to apply for loans, grants, and other sources of capital
- Connect participants with suitable financial advisors, banks, cooperatives, etc.
- Assist participants with business and market planning

It is important to distinguish farm incubator projects from other types of beginning farmer training and education, like farm apprenticeships, university degree programs, or online learning

tools. Farm incubator projects are unique in that they are land-based projects that offer aspiring



and beginning farmers an opportunity to establish their own independent farm enterprises with on-site support from farm incubator staff. See chart below:

<i>Farm incubator projects DO:</i>	<i>Farm incubator projects DO NOT:</i>
<ul style="list-style-type: none"> • Operate primarily on a specific site or sites (land-based) • Generally provide low-cost or subsidized land rent for individual plots • Limit the amount of time participants can farm on the incubator site • Provide access to resources (education, infrastructure, etc.) that supports the development of independent farm operators 	<ul style="list-style-type: none"> • Operate primarily in a classroom or university setting • Typically charge market-rate rent, at least in the initial year(s) of participation • Provide land access for an unlimited amount of time (as in community gardens) • Train people to become farm workers, apprentices, or interns



An Overview Of FARM INCUBATOR PROGRAMS:



A farm incubator program is a land-based multi-grower project that provides training and technical assistance to aspiring and beginning farmers.

WHERE ARE FARM INCUBATORS LOCATED?



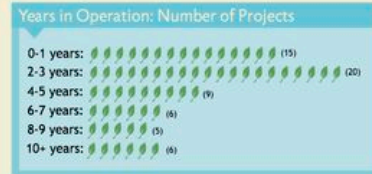
HOW ARE INCUBATORS ORGANIZED?

The vast majority **68%** of projects are nonprofits

8% are part of an academic institution
8% are part of a government agency

Only 4% are sole proprietorships
And 12% are hybrids of two or more organization types*

*Types: nonprofit, academic institution, government agency, cooperative, trust, and corporation



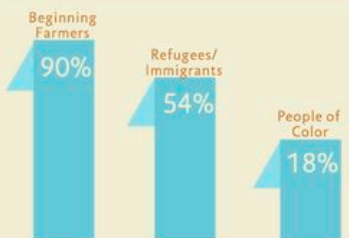
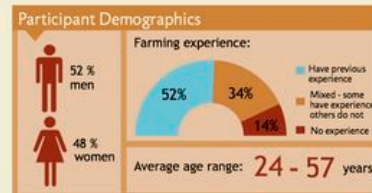
WHO DO FARM INCUBATORS SERVE?

958 farmers in the 2013 growing season

2343 participants in 2013, including continuing education, CSA, and other programs

Overall, the farm incubator projects that reported data have provided assistance to more than **5700** beginning and aspiring farmers

Note: Data for the number of participants served in 2013 was compiled from responses to a nationwide survey of farm incubator projects. 43 of the 65 operational farm incubators responded (66%). The actual number of participants served is likely higher.



Over 50% of operational farm incubator projects are designed to meet the needs of refugee and/or immigrant communities.

The information contained in this overview was collected by the National Incubator Farm Training Initiative (NIFTI) in 2013 as part of its technical assistance activities. Additional data was collected through an in-depth, nationwide survey of operational farm incubator projects, conducted in May 2013. 43 of the 65 operational farm incubator projects (66%) completed the survey.

NIFTI is a program of the New Entry Sustainable Farming Project. To find out more about NIFTI, visit: <http://nesfp.nutrition.tufts.edu/resources/nta.html> and/or email Eva Agudelo Winther, Project Coordinator at eaagudelo@comteam.org.

Survey data collection, data compilation and infographic design: Meaghan Overton, 2013



Section 8: Global Greens Farm infrastructure

8.1 Land Size Considerations

Currently, LSI provides 6.5 acres of land to 23 incubator farm participants at the Global Greens training farm. Farmers range from having 1-4, 50x50 ft. plots depending on interest and length of time in the program. LSI started its partnership with the VCC in 2013 and first offered 23 farmers 50x50 ft. plots on a total of 2 acres of land. Each year, the VCC has been able to allow LSI to access more land, however, 6.5 acres is the limit for what is available at the current site. Programs like these are always subject to the availability of land and the partnership or lease agreement with the host site. While this has been an extremely positive partnership, LSI recognizes that in an ideal world the incubator site would be on a much larger piece of land. LSI's current model only allows AMFs to grow up to a $\frac{1}{4}$ acre before needing to transition onto another site. LSI feels that a $\frac{1}{4}$ acre does not sufficiently prepare farmers for the scale that they need for training before moving off onto their own land. Ideally, LSI would love to host the incubator farm on a 50+ acre site where farmers still in the training program could be growing on 2-3 acres while still accessing shared infrastructure and learning about scaling up their production and markets. This type of model would also allow for farmers to stay on the land and rent from LSI once they have graduated from the program if they have not found another land opportunity that works better for them. This could provide income to the program and graduate farmers could be involved in mentorship and hired for other jobs on the farm. With the current model, LSI is tasked with finding satellite land opportunities that fit for each transitioning farmer, which can be difficult. Also, the services then needed for each transitioning farmer are spread out over a much greater area and large infrastructure projects are needed at each new site.

LSI has created the *New Land Assessment Survey (Appendix 4)* for potential satellite sites for



transitioning IMFs. This could also serve as a guide for assessing possible land sites for a farm incubator.

8.2 Fencing

Sufficient fencing is essential for any incubator located near a deer population. While LSI was able to secure funds to build an initial electric deer fence it has

proved to be insufficient in keeping out all of the deer. Some of these issues have come from

farmers unknowingly grounding the electricity of the fence, but some deer can still jump through fence openings. Many farmers have reported crops being wiped out by the deer and are frustrated by the money they are losing because of it. Staff have provided training on row cover and deer mesh to help mitigate some of this, loss however, LSI is now investing in an 8 ft. deer fence to eliminate these issues. Fencing materials, as well as labor, can be a costly project.

8.3 Water

Water is often a hard expense to divide out since many farmers claim varying usage amounts and don't want to pay higher costs when they feel they are not the ones using excess amounts of water. Farmers have suggested getting water meters for each plot, however, this would be a costly and complicated investment for farmers or a program. One major investment for water at the Global Greens Farm was putting in an irrigation system throughout the farm. Previous to this system, LSI hooked a blue lay flat hose up to the VCC building. However, the hose was running all the way across a large field and was not an efficient or powerful enough watering system. Staff have provided trainings for farmers in utilizing drip tape methods for more efficient watering. This is feasible for larger plots (AMF), however it is not as realistic on the small plots (BMF) because of pathways and scale.

LSI currently charges farmers for water on a graduated scale. In Year 1, they pay 50% of the estimated water fees per plot. In Year 2, they take on 75% and in Years 3 and beyond they pay for 100% of the projected costs of water. Obviously, water usage amounts change from year to year. LSI has discussed the option of reimbursing farmers for water not used if it is a season with lots of rain and less water is used than estimated. However, there would be an issue as



well for drier years when water fees do not cover the amount used. LSI's current policy on water fees is to keep water at a flat fee. If water costs are under the fees, the money will be kept in reserves for a high year where LSI absorbs the cost. These fees will be re-evaluated every 3 years to look at the overall average and adjustments will be made as needed.

8.4 Infrastructure

Infrastructure at the training farm is also essential in providing adequate resources for beginning farmers to start selling at markets. Over the years of the project LSI has built the following:

- *Walk-in Cooler:* This entails two insulated rooms inside the barn at the farm. Each room's temperature is set through a cool bot system attached to an AC unit.
- *Utilities:* Electricity is a shared expense between the VCC and LSI since the cooler is located in the shared-use barn. LSI pays all expenses from May through October since expenses for electricity increase due to cooler usage.
- *Storage Space:* LSI has storage space for community tools both inside the barn and in a shed outside the barn. Farmers are all given keys to access the storage space and the cooler on their own.
- *Community Tools:* LSI provides a variety of wheelbarrows, garden carts, bins, garden tools, hoses, wheel hoes and seeders for farmers' use. LSI has found it helpful to spray all Global Greens tools with a stripe of orange spray paint so that it is clear it is a shared-use tool, otherwise, there have been issues with farmers taking items home or keeping them in their garden plot.
- *Equipment Storage:* LSI has access to a separate area of the barn to store large equipment. This area can only be accessed by staff. The second floor of the barn in this area is also used for hanging garlic.
- *Wash Station:* A wash station is located outside of the barn and is equipped with three double sinks, two steel countertops and four drying rack counter tops. This project was completed by an Eagle Scout.
- *Hand Washing Station:* A second Eagle Scout constructed a separate hand washing station.
- *Port-a-potties:* At the beginning of each season, a port-a-potty is rented and the costs are split with the church since it is used for events outside at the VCC as well.
- *Vehicles:* LSI has access to a cargo van and a truck for hauling and transporting produce. Global Greens also recently purchased a trailer through a local grant used for increased hauling capability and the ability to transport equipment to satellite sites and gardens. LSI also has access to a 15-passenger van used for taking participants to field days and other trainings.
- *Compost:* LSI provides compost at the farm through a Des Moines Metro Waste Authority grant. However, total compost needs (including delivery fees) between the farm and gardens consistently exceed the \$2,500 grant amount.

8.5 Equipment

Global Greens has been able to obtain a BCS walk-behind tractor with both a tiller and flail mower attachment, a utility tractor with a tiller, in addition to a riding lawn mower. Before having the utility tractor, LSI contracted spring tilling with a local farmer. Initial tilling is now built into the program fees for farmers. Farmers are also able to begin training on individual use of the BCS and utility tractor. Farmers on satellite sites have begun to buy their own equipment however, LSI accommodated the rental of Global Greens equipment in the first year of their transition.



Section 9: Program Fees

Program fees for farmers accessing land at the Global Greens Farm have been based on a per-plot percentage of LSI average expenses over the past three years. Land/Infrastructure fees are a flat rate while water fees are graduated over a three year period. **LSI's Land/Infrastructure Fee = \$70 per plot.** One plot at the Global Greens Farm is 50x50 ft. Farmers can access up to 4 plots, equaling a ¼ acre.

Fee Includes:

- Utilities
- Infrastructure Maintenance
 - Irrigation
 - Cooler
 - Storage
 - Wash and Pack Station
 - Fencing
- Fertility Management
 - *This includes compost and cover cropping within Global Green's fertility plan (additional composting at participant's own cost)*
- Community tools and hoses
- Equipment Usage and Training

	1 50x50 ft. plot	2 50x50 ft. plot	3 50x50 ft. plot	4 50x50 ft. plot
Year 1	\$70 \$60 – water (50%) Total = \$130	X	X	X
Year 2	\$70 \$90 – water (75%) Total = \$160	\$140 \$180 – water (75%) Total = \$320	\$210 \$270 – water (75%) Total = \$480	\$280 \$360 – water (75%) Total = \$640
Year 3+	\$70 \$120 – water (100%) Total = \$190	\$140 \$240 – water (100%) Total = \$380	\$210 \$360 – water (100%) Total = \$570	\$280 \$480 – water (100%) Total = \$760

9.1 Fee Payment Schedule

Additionally, LSI has implemented the following fee payment policy and schedule:

	1 50x50 ft. plot	2 50x50 ft. plot	3 50x50 ft. plot	4 50x50 ft. plot
Year 1	\$70 – due April 1 \$60 – due Sept. 30 Total = \$130	X	X	X
Year 2	\$70 – due April 1 \$90 – due Sept. 30 Total = \$160	\$140 – due April 1 \$180 – due Sept. 30 Total = \$320	\$210 – due April 1 \$270 – due Sept. 30 Total = \$480	\$280 – due April 1 \$360 – due Sept. 30 Total = \$640
Year 3+	\$70 – due April 1 \$120 – due Sept. 30 Total = \$190	\$140 – due April 1 \$240 – due Sept. 30 Total = \$380	\$210 – due April 1 \$360 – due Sept. 30 Total = \$570	\$280 – due April 1 \$480 – due Sept. 30 Total = \$760

\$50 due at the time of signing program agreement (January) → this goes towards your total fee

*All other purchases through out the year are due by Dec. 31 in order to enroll for the next year

9.2 A note on Accounting and Paying Farmers

It is important to understand the level of accounting that may be involved with your incubator program. When charging a fee, you become a lending agency of sorts and must have a plan in place if farmers are not able to pay their fees on time or at all. This challenge does arise and it is important to document your decisions and conversations with farmers so that you are consistent in how you are treating farmers and so you remember what your program and farmers have agreed to in terms of payment plans. Farmers can accrue a balance not only through basic programs fees, but also through purchasing supplies, seeds and transplants through your program if you choose to offer bulk-ordering services. You will need to decide how much money your program is able to “lend” out and when you need to receive it back in order to continue program operations. LSI has begun using QuickBooks software to track farmer charges. ,, farmers are also entered into QuickBooks separately as a farm because LSI also must pay farmers for CSA purchases, EBT sales, and any other wholesale payments that run through LSI. Keeping accounts straight and communicating clearly to farmers what they owe is a training opportunity in and of itself and should not be underestimated as a body of work for staff.

Section 10: Program Contract & Policies

At the beginning of each calendar year, Global Greens farmers are required to attend a program orientation in which farmer agreements are reviewed. In the appendix you will find sample agreements for Beginning, Advanced, and Transitioning Market farmers. These samples are the formal documents that farmers sign. However, LSI presents this information in a PowerPoint with pictures and much more explanation so farmers are clear on what they are agreeing to. At this meeting, farmers are required to pay a \$50 deposit to hold their place in the program.

Examples of Farmer Agreements for both Beginning and Advanced Market Farmers can be found in Appendix 5-6.

10.1 Fines and Penalties

It is also important to have procedures in place for when things go wrong or rules are broken. LSI has created the following outline of fines that were created, reviewed and agreed upon with farmers’ input. If a rule is broken, LSI staff will sit down with a farmer to review the offense and talk to the farmer about why the rule is in place. Documentation of the conversation is recorded and kept on record to track if there are further offenses from the same farmer. Some issues at the farm are difficult to solve since there are no witnesses to some offenses. From the last meeting of farmers discussing these issues, a consensus could not be reached for what to do if the wash station is left a mess, but no one knows who left it that way. However, expanding the wash station space in the last year seemed to help with this issue. Some farmers had

identified that not having enough time due to a crowded wash station was part of the reason some farmers left it a mess at the end of the day.

Issue	Timeframe	Fine/Penalty
Water left on overnight	Immediate fee	\$80
Leak in hose not fixed	Farmer will be given a notice with 1 week to fix the leak	\$20
Running over items left in plot when using farm equipment	Farmer given notice to remove items from plot before tractor is used. Fine given 3 times. After 3 times, use will be taken away.	\$20
Items, including drip tape, left in pathways	Immediate fee	\$20
Excessive trash in plot	Farmer will be given a notice with 1 week to clean up plot, fine will be given after 2 notices.	\$20
Improper Use of Community Tools	Finding hidden tools in a plot, names written on harvest bins, taking tools and bins away from LSI gardens, "hoarding"	Cost of item plus \$5
Weeds in plot going to seed	Farmer given a notice with 1 week to clean plot. 2 nd notice will be given if not cleaned up. Upon 3 rd notice, if weeds are beginning to seed, penalty enforced.	Farm Manager mows down weeds and your crop.
Wash Station left a mess	?	?
Stealing from other farmers' plots	Immediate termination from the program for at least one year	Farmer must pay any program fees owed and is asked to reimburse the farmer who they stole from for the amount stolen
Disrespectful behavior	Addressed with farmer on a case-by-case basis depending on the situation	Could result in suspension from market, up to termination from the program

Section 11: Program Stage Requirements and Selection Process

Whether participants are interested in moving from a community garden to the Global Greens Farm or moving off of the farm onto their own land LSI has a variety of interview guides to follow. For gardeners who are interested in moving onto the Global Greens Training Farm, LSI is looking for those motivated to sell their food and start businesses rather than those just looking for extra land. LSI staff are looking at the following areas of capacity:

Community Gardener → BMF level

- At least 1 year in a community garden
- Adequate transportation plan
- Available on Saturdays for market and training
- Adequate family support
- Adequate time to invest in garden plot
- Ability to pay program fees

See full Community Gardener → BMF Interview Guide in Appendix 7.

When staff are interviewing farmers who want to move onto larger land at the farm or off of the training farm, the following areas are considered:

BMF → AMF level

- Abide by program and market rules
- Pay fees in a timely manner
- Have reliable transportation
- Attend 80% of winter workshops
- Demonstrate ability to sell produce
- Demonstrate record-keeping skills

See full BMF → AMF Interview Guide in Appendix 8.

For those being considered to move off of the farm LSI considers the following:

AMF → Independent land level

- Abide by program and market rules
- History of paying fees in a timely manner
- Have reliable transportation
- Attend 80% of winter workshops

- Demonstrate ability to sell produce
- Demonstrate record-keeping skills
- Adequate time and/or family supports to increase size and responsibilities
- Business Plan, including adequate markets for increased size
- Demonstrate crop planning skills



When interviewing farmers, it is important to evaluate each farmer holistically when assessing the challenges and opportunities in incubating their farm business. It is important to be very clear and realistic about expectations that will be held at each level of the program and the challenges of increased responsibilities, especially in relation to each farmer's specific situation. Some of the key considerations that have proved helpful to LSI and have been incorporated in its interview and evaluation process include:

- Language Proficiency
- Personality Type
- Time Availability
- Transportation Resources
- Family/Friend Support Network
- Social and Economic Stability

Each farmer is unique and has different strengths and skills that will impact which markets they are best-suited to pursue. Farmers' lives outside of farming are directly related to how successful they can be as farm business owners.

11.1 Barriers to consider: Case Studies

Outlined below are the issues that four AMFs have faced in not being able to move off the training farm. These case studies give concrete examples of the many challenges that farmers face in balancing their farming business with all of their additional responsibilities.

- One AMF couple has been farming at the Global Greens Farm and on other sites for the past two years, with both husband and wife working full-time jobs and having young children with varied schedules. The land they were accessing was too far from their home to continue in 2017. LSI is working to find new land opportunities for them but so far has not been able to find another option. For now they will farm a ¼ acre at the Global Greens Farm for the 2017 season.

- Another AMF family experienced the death of their father during the 2016 season. He was an essential part of their farming business and they need a year to assess how farming will now fit into their new family unit. They will continue to farm a ¼ acre during 2017 and LSI will assist with finding land appropriate for their scale of farming.
- Another AMF will be decreasing to two plots in 2017. At this point, she has found that she lacks the support and financial stability to pursue a business at this level. She has identified that she has very good production and marketing skills but needs to first stabilize these essential parts of her life to build a successful business.
- One AMF dropped out of the program after the 2014 season. He identified that he realized how different farming was here in the United States and that it would not work with his professional and family schedules.

Section 12: Evaluation & Goal Setting

At the end of each season, LSI greatly values the time staff have to sit down with each farmer and review the season. LSI formally uses the term “evaluation”, however this model is much more of a conversation and a farmer self-evaluation rather than LSI staff evaluating the farmer. Each evaluation consists of asking reflection questions on the season and plans for the next year. It is important to keep having conversations with the farmers around how their goals are changing each year. Many farmers come into the program wanting many acres of land and imagining the size of their farm back home, but many farmers’ goals change as they gain more experience in the program and learn about how different farming is in the context of their new life in the U.S.

During this meeting time, LSI also completes a Skills and Knowledge Assessment with all AMFs and Transitioning farmers in which farmers assess their progress in various skill areas. AMFs and Transitioning farmers also set goals for the coming season and reflect on their progress from the previous years’ goals.

12.1 Whole family Evaluation Model

As much as possible, it is helpful to have all family members involved in the farming business at the evaluation meeting. For most farmers, farming and selling their food involves many family members and LSI wants to be able to account for the full body of knowledge represented within the family unit. When English is a limiting factor, farmers must rely on staff or family members to assist with some of the administrative parts of their business, and LSI wants to make the necessary connections with those family members to set administrative goals for the coming

season. IN some cases it is difficult to identify someone who can fulfill this role or adult children who often fill this role are busy with school or leave for college and cannot be counted on as a consistent resource for this assistance. LSI is looking at being more selective in who can enroll in certain market opportunities, especially those with more intensive administrative pieces.

Find samples of Evaluation Reflection Questions in Appendix 9-10.

12.2 Skills and Knowledge Assessment (SKA)

This self-assessment tool is a way for farmers and staff to discuss improvements and areas of skill development needed for each year. This assessment covers specific skills needed in the areas of:

- Life Skills
- Farm Management
- Harvest, Wash & Pack
- Markets and Marketing
- Record Keeping
- Finances
- Planning



For a full listing of all skills in the SKA see Appendix 11.

12.3 Goal Setting Form with Action Steps and Check In

After the Skills and Knowledge Assessment is completed, goals are set with action steps for the following year. These goals are then used by staff in field walks and check-ins through out the season. These skill areas are also used to inform needed trainings for the following off-season.

See Appendix 12 for a sample Goal Setting Form.

Section 13: Beginning Farmer Training

13.1 Training: Efficiency and Scheduling

The give and take of the staff role and farmer responsibility is a constant tension within any training program. Staff want to give farmers the space to grow and learn and not get everything right the first time, but there are many skills in which the farmers need to continue building more independence, and it is a struggle to know when that time is appropriate. Involving farmers in various processes can often take more time than staff doing things and this is

sometimes the preference of both parties when time is limited. It is important to take every opportunity for training and experiential learning when possible.

Training time becomes a barrier, especially during the growing season. Many farmers also work full-time jobs and take care of family, therefore, it is difficult to have farmers come to the office for meetings about record keeping and business planning in addition to in-field check-ins and trainings. Staff have found that individualized and small group trainings work best during the season and they save large group trainings for the off-season. Staff continues to be flexible but struggle at times knowing that farmers need to be more a part of what takes place in the office at a more administrative level. As an incubator program, you will need to decide how firm you will be on training attendance and farmers’ schedules fitting program scheduling as you enroll farmers into your program. It is very time-consuming to make exceptions for farmers who have alternate schedules. LSI has generally been more flexible in this area for BMF level farmers rather than AMF and Transitioning farmers.

Another note of consideration is who you will identify as the “farmer” in the program. Farmers often operate their farm as a family unit and sometimes various family members will attend trainings depending on who is available. Again, this will be a tension. You will have to decide if you want to be flexible with in your program.

13.2 General Training Schedule

Over the course of the project, LSI staff have found the following calendar for trainings to be a successful general model. Specialized introductory trainings must be offered each year to new farmers in the program as well as separate trainings for advanced and/or transitioning farmers. Transitioning farmers move to more of a one-on-one model with staff as their training needs become more individualized. However, LSI has found that hosting group trainings in the off-season with all levels of farmers is a successful model to continue to review concepts and for more experienced farmers to share ideas with new farmers. This also presents a forum for farmers to decide on issues collaboratively as positive community functioning is an essential part of the success of the incubator farm site.

Date	Training Topic	Who will be there?
January	Group Orientation, sign yearly agreement	Year 1 + BMF together, Transitioning farmers, separate rooms
January	PFI conference	All Farmers
January	Intro. Food Safety and Quality, Organic, Income/Expenses	Year 1 Farmers only
January	Minnesota Immigrant and Minority Farming	All Farmers

	Conference	
February	Seed orders, by appointment & Tax appointments, by appointment	All Farmers
February	Organic Practices, Certified Naturally Grown Standards – Level 2	Strongly encouraged for all farmers
February	Tax Appointments, by appointment	All Farmers
February	Food Safety – Level 2	Strongly encouraged for all farmers
March	Farmers' Market Orientation/Customer Relationships/Marketing	Required for anyone who is selling at LSI market
March	WIC and Senior Voucher training	Required for anyone who wants to accept WIC/Senior vouchers
March – April	Greenhouse training, working in the greenhouse with Farm Manager	Any Farmers
April	On Farm Orientation	Year 1 Farmers required
April	Saturday Work Days, Distributing transplants	All Farmers
May – October	Field Walks, on-site technical assistance, food safety continuing education, Equipment training	One-on-one and small group trainings
October – April	Farmer English	All Farmers
October	End of Season Evaluations, Skills and Knowledge Assessment and Goal Setting	All Farmers, one-on-one
November	Market and Crop	All Farmers, some group and some individual

	Planning, Season Review	trainings
December	Season Review, policy changes, farmer feedback	All Farmers
December	End of Season Record Keeping Meeting	All Farmers, one-on-one

January through April group trainings are held in a classroom at the LSI Refugee Connection Center on Saturday mornings, which has been identified as the best day to gather the most farmers. Group trainings average 20 students. Trainings continue to change based on farmers' evaluation feedback.

The follow topics have all been addressed over the years of the project:

- Seeds/Crop Varieties
- Record Keeping, Finances and Business Planning
- FSA Loans
- Crop Plans and Market Analysis
- Soil Health/Cover Crops
- Production Basics
- Tomato Trellising, Weed Fabric, & Irrigation
- Farmers' Markets/Iowa Food Coop/CSAs
- Marketing Strategies
- Insect and Disease Identification/Organic Practices
- Equipment Operation
- Greenhouses & Planting Seedlings
- Food Safety
- Organic Production Methods
 - *(The Global Greens Farm is a Certified Naturally Grown Farm)*
- Farmer English

13.3 Evaluation of Training

LSI has tried various methods for gaining farmer feedback on trainings. LSI has found that written surveys can be a barrier for limited English speakers and often provide vague information. LSI has found the best methods for feedback to be, 1) asking the group for oral feedback and checking for understanding throughout and at the end of a training, 2) asking interpreters individually how they felt about the training presentation, 3) asking farmers about training quality and most effective methods in the end of year, one-on-one evaluation meeting and 4) staff observations of behavior changes in farmers.

LSI also tries to host an end-of-the-year review session in November or December for farmers to share what went well and what they would like to see changed at the farm and farmers' market. Staff try to create new policies and address challenges through gaining a group consensus at that these meetings.

13.4 Conferences

In January, LSI offers the options for farmers to attend the PFI Annual Conference and the Minnesota Immigrant and Minority Farmers Conference. The PFI conference is a much bigger and broader conference. LSI has always brought interpreters along with farmers with limited English. However, it has been difficult for interpreters and farmers as there are no pauses in the presentations and some of the content is too advanced for interpreters with limited farming experience in the United States. Farmers have still enjoyed the conference as a networking event and feeling a part of the larger farming culture in Iowa. The past two years, LSI has taken farmers to attend the Minnesota Immigrant and Minority Farmers conference in Minneapolis, MN. This conference is specifically targeted to farmers whose first language is not English.

Interpretation is provided for all languages requested and many presentations are given by immigrant and refugee farmers. LSI farmers really enjoyed this conference and found the content generally more relevant and accessible for their farms.

Groups interested in hosting a farmer training program (incubator or other) will find the resources in this publication useful to teach a Beginning Farmer Training program.

The curriculum in this manual is divided into three parts: **production practices, post-harvest handling, and business planning/basic finances**. Each module is organized by learning objectives and includes narrative, hands-on activities, and links to worksheets and additional resources.

Topaloff, Alice, "A Resource Guide for Beginning Farmers" (2015). *Extension and Outreach Publications*. Book 13.
http://lib.dr.iastate.edu/extension_pubs/13

13.5 Training Variety by Program Level

Currently, LSI does not have a separate training track for farmers in each level of the program due to the limitations of staff time. New farmers are required to attend a separate introductory training on Food Safety, Organic Production Expectations and Record Keeping as well as a new farmer orientation to the farm. Farmers are then integrated into regular group trainings. Each year, many of the same topics are covered but with new depth. This model does seem to work as each year, farmers have new experiences and can apply the topics in a new way to their farm. The details and activities of the trainings are also adapted each year in response to farmer feedback on evaluations and staff observations. As farmers move onto larger land their needs become more individualized and one-on-one training is based on goals set during the Skills and Knowledge Assessment at the end of each year.

13.6 Adapting Trainings to Low Literacy and/or Non-English Speaking Farmers

LSI training modules have been adapted over the years of the project to be more applicable to working with low literacy, non-English speaking farmers. Much of this has come through LSI being a “tester” organization for the ISED (Institute for Social and Economic Development) Beginning Farmer and Rancher Development Program (BFRDP) Teaching and Technical Assistance (T&TA) program in partnership with NIFTI. The primary objective of the grant is development, piloting, and dissemination of new and revised T&TA resources appropriate to refugees with little or no literacy, English language proficiency, and with limited education. *Webinar training recordings and reading suggestions from this project can be found in Appendix 13.* This project is still in its finalization and there is not yet a formal platform for this information. For more information contact Dani Scherer, Education Specialist ISED Solutions at dani.m.scherer@gmail.com or 1-845 548 7514.

13.7: Working with Outside Trainers

Staff have acted as the primary trainers for the Global Greens project. Often, staff are more able to adapt information to specific questions or issues they have seen the farmers dealing with over the course of the previous season. However, it is also important to bring in outside trainers, especially when focusing on broadening farmers’ networks. Trainers have included ISU Extension staff, local farmers, local market representatives, staff from FSA offices, tax accountants, and local food system representatives. The biggest consideration for working with any trainer, whether staff or outside trainers, is providing training and context to the trainer ahead of time. Verify with the trainer that the level at which the topic will be presented is appropriate, and review important vocabulary with interpreters before the training begins. It is also important that the trainer understand how to work with an interpreter. Here are six general tips in how to best work with an interpreter.

- Speak slowly and clearly
- Use level-appropriate vocabulary
- Check for understanding often
- Utilize presentation materials with pictures and/or facilitate hands on activities, as much as possible and void text-heavy presentations or handouts.
- Ensure that questions are interpreted in all languages present before answering
- Avoid asking yes or no questions in order to gain more student feedback

13.8 Farmer English

English language skill-development is an essential part of increasing the success of any farmer’s business. During the off-season (October – April) LSI has offered Farmer English classes in order for farmers to increase their produce vocabulary and improve their ability to have common market conversations with customers. It is helpful if farmers are enrolled in standard English classes as well, as many farmers also need to focus on basic vocabulary, verb usage, and sentence construction in addition to farmer specific vocabulary. A difficulty in offering these classes has been the wide range of English levels represented in the Global Greens program. While most farmers want to expand their farm vocabulary, they have a wide range of basic English and it is more difficult to teach a multi-level classroom. Splitting students up into groups is ideal if you have the staff and volunteer capacity.

Find Farmer English Objectives in Appendix 14. Many more classroom resources can be found in the NIFTI Resource Library.

13.9 Crop Planning

Between the months of November and February, LSI works on crop planning with farmers. This practice becomes especially important for farmers who will be selling into the CSA or for wholesale markets. To sell into the aggregated CSA, farmers complete a bidding sheet which lists the crops that LSI needs as well as the price that LSI will pay for each crop. Each farmer requests certain crops that they want to grow. LSI then reviews each bid and assigns each farmer crops that they will grow for the CSA based on their bid. This bid is presented to each farmer at the time of their individual seed order and is discussed at that time. *Find a sample of the Global Greens Crop Bidding Sheet in Appendix 15.* This is the first season of LSI implementing this tool. Over the course of the season, records will be kept on the quality, timeliness, and reliability of each farmer’s delivery in order to better inform the following year’s bids. Farmers are made aware of these expectations. Staff are still looking for better options for the bidding process for low-literacy farmers as this sheet can be very confusing and takes quite a bit of interpretation time to complete if English is a barrier.

13.10 Seed orders

LSI has two methods for completing seed orders with farmers. First, over the years, LSI has created a seed catalogue with clear pictures and simplified information of common seeds ordered narrowing down the options for farmers in order to save time and to help save money for farmers through a bulk order. This also allows farmers to try new varieties by ordering only a small amount of seed, less than what they could buy if they purchased the seeds individually. Farmers are still able to choose seeds outside of what is listed in the LSI seed catalogue but they need to pay the actual cost for that amount of seed. The downside to this option is then the amount of staff and volunteer time required to measure out and organize seed orders for individual farmers once the seeds arrive. Another time-consuming effort is that staff then grow all the transplants for the farm from each seed order. LSI includes greenhouse rental, gas, soil, and trays in the cost of the transplants to farmers. Organizing and distributing plants each week April through June also takes a large amount of organization and record keeping. Volunteers can be very helpful in all of the above listed efforts.

For AMFs and transitioning farmers, LSI requires farmers to place seed orders individually. These orders are done on the computer and the time is used as a training for farmers to learn how to place orders on the computer as much as possible depending on their computer skills. LSI still orders some items, like potatoes, in bulk for advanced farmers.

13.11 Greenhouse: Transplants and Training

Currently, LSI does not have its own greenhouse space to train farmers and to grow plants for the program. Staff rent space at a greenhouse in Boone, IA, which is about a 45 minute drive from Des Moines. LSI is currently applying for funds to purchase and maintain the ongoing costs of its own greenhouse but for now, farmer training is limited to those farmers who have the time to go with staff for a day to work in the greenhouse. Staff have also taken farmers on field trips to visit other greenhouses for observation, however, this does not replace hands-on experience. Staff have also worked with more advanced farmers to start growing their own transplants at home in small greenhouses. One transitioning farmer has also begun renting space from his farm mentor through SIP.



13.12 Practical Farmers of Iowa Field days

Farmers have found attending field days to be a valuable hands-on experience. It is important to bring interpreters for those with limited English and to prep both the interpreters and the group on the subject matter of the field day before the event so that they have context for what the host will be discussing. Interpretation can be difficult because of large groups and people wandering to various areas of the farm. Farmers have identified that simply observing the farm, equipment, and how things are set up has still been very helpful. If possible, let the host know that your group will be coming and ask them to make accommodations to ensure they are near the interpreter and specifically address your group to see if there are any questions that may have been missed.



13.13 Recordkeeping

Regular check-ins with farmers on their tracking of farm income and expenses is very important to provide ongoing training for farmers on what types of things they need to track, and to ensure good records at the end of the season. Many administrative aspects of business development such as record keeping are completely new concepts for many farmers, so these types of endeavors are very time intensive. When English is a limiting factor, farmers must rely on staff or family members to assist with some of the administrative parts of their business however, in some cases it is difficult to identify someone who can fulfill this role.

At the beginning it is helpful to meet with farmers on a monthly basis in order to help farmers gain a rhythm for their record-keeping practices. Farmers will each develop a system that works for them and it is important to work with each individual system as this will support long-term success. As farmers get busier during the growing season, it is difficult to find time for record keeping meetings. Each year, LSI has seen great improvements as farmers understand the importance of these records for their business and small business taxes and less regular check-in meetings are sufficient. LSI records farmer income and expenses in Excel in the format below so that income and expenses can be compared from year to year and is organized in a format that is easy to transfer to tax preparation documents. This information is also valuable in reporting the important financial role your program plays in the lives of the participants and in the community to funders and partners.

Advanced Market Grower - 2016

Cash Flow Actuals	J	F	M	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
Income													
Valley Farm Stand													
Home sales													
Farmer Markets													
Wholesale													
Iowa Food Coop													
LSI market													
CSA													
Other													
Total Cash Inflows													
Program Fee													
Market Fee/supplies													
Seeds/Transplants													
Soil Prep/Amendment													
Production Supplies													
Labor/Contractor													
Equipment (Capital)													
Marketing													
Mileage													
Misc.													
Total Cash Outflows													
Cash Balance													

13.14 Small Business Taxes

It is important not to overlook the time needed to work with farmers in organizing and preparing their small business taxes. Throughout the year, farmers are reminded to have receipts for all expenses, as well as to track mileage so those expenses can be claimed on their small business taxes. LSI has worked to connect with a local accountant who is willing to provide small business tax services. It is helpful if that same accountant can provide training to farmers before or after the tax season to establish a trusting relationship and advise farmers on following the tax rules around reporting their business income. LSI tries to provide advice to farmers on having a qualified tax accountant prepare their taxes as their taxes will now be more complicated. However, many farmers are surprised by the higher amount that small business accountants charge and opt to have their taxes done somewhere cheaper. It is a touchy issue and LSI is conscious of not offering tax advice. LSI staff assist farmers in completing pre-tax paperwork so they have a clear picture of all of their income and expenses but all tax services are referred to a qualified accountant. *See Appendix 16 for the Tax Prep Document LSI uses with farmers.*

Section 14: Markets and Marketing

Providing a variety of market exposure to farmers is an essential training component to any incubator training program. As you are considering market options for farmers, it is important to think about the long term administrative components of each market including the time and/or ability of farmers to take over those responsibilities, staff time needed to train farmers to do so, program capacity to manage those administrative components if farmers are not able to do so independently, and if you will charge an administrative fee for long-time engagement in those markets. Since 2013, LSI has engaged in many different market opportunities, these are listed below with lessons learned.

Market	Market Detail	What we learned
<i>LSI Farmers' Market</i>	Farmers' Market run by LSI staff, attended only by program participant farmers	<ul style="list-style-type: none">• Low-risk, low-cost incubator market• Good place to practice/develop English and marketing skills• Familiar type of market• Important place for farmers to provide their communities access to culturally preferable, healthy food• Market and farmers are covered by LSI insurance

<i>Des Moines Downtown Farmers' Market</i>	Global Greens has a booth and rotates taking two farmers, some AMFs have started attending this market on their own as well	<ul style="list-style-type: none"> • Familiar type of market • Very large market (average attendance is 20,000) with potential for many new customers and high sales • Low-risk opportunity to explore going to this market independently in the future for farmers who attend with staff at the Global Greens booth • Requires insurance for farmers going on their own • Application process is lengthy and detailed, requires good computer skills • Farmers must have adequate transportation to haul produce and market supplies to market independently
<i>Valley Church Farm Stand</i>	Farm stand for any farmers to sell after church services	<ul style="list-style-type: none"> • Important for relationship with key partner (Valley Church and VCC) • Farmers enjoy interacting with church members at this market • Good source of income for some farmers • Graduate farmers will not continue at this market
<i>One farmer church stands</i>	Farmers are individually paired with a church to sell after services (2 years), often paired with an interest free micro-loan	<ul style="list-style-type: none"> • Significant source of income for one farmer • Important for building relationships with customers and partnership with church • Two-year market only – farmer will need to replace this large piece of income with other markets • Sheltered markets can provide a good initial learning experience for beginning farmers but it is important that they do not become too reliant on these markets • Unsure if the micro-loan component is helpful as LSI is also offering a “loan” program through allowing farmers to purchase supplies, seeds and transplants through the LSI program with delayed payment and no interest
<i>CSA (Community Supported Agriculture)</i>	Farmers plan at the beginning of the season to sell certain crops to the CSA throughout the season	<ul style="list-style-type: none"> • Good market for developing wholesale skills • Good source of income for farmers who have enough volume • Many farmers do not have enough volume of individual crops to participate regularly in wholesale markets • Requires skill development in crop planning and projection
<i>Other wholesale</i>	LSI has provided wholesale to a few restaurants, individuals and events	<ul style="list-style-type: none"> • Has not been a large focus of marketing efforts at this point due to a lack of volume • Lower price point for the farmer, if LSI is coordinating wholesale efforts and taking a margin it is hard to keep price at a worthwhile level for the farmer • Supported one farmer in developing more independent relationship with restaurant

		<ul style="list-style-type: none"> • Farmers will need more support in order to establish and maintain independent wholesale markets
<i>Iowa Food Coop</i>	Farmers create an account and post available produce and fill orders to customers on a two week cycle	<ul style="list-style-type: none"> • Customers are committed to local food and willing to pay high retail prices • Coop staff and members are very supportive of Global Greens • Good market for developing harvest and packaging skills • High risk market – required to forecast what will be available up to two weeks in advance • Complicated computer system – independent management requires strong English skills and advanced computer skills
<i>Home Sales</i>	Farmers selling produce to friends and family directly	<ul style="list-style-type: none"> • Familiar type of market • Significant source of income for some farmers • Important way for farmers to provide their communities with access to culturally preferable, healthy food • Currently an independent market for farmers

14.1 Variety of Market Exposure

Exposure and experiences with a variety of marketing opportunities is important in helping farmers decide what marketing strategies are best suited for them in developing their farming enterprises. Initially, farmers often feel most comfortable with farmers’ market sales because it is familiar to them and they get the best prices. It is apparent for some that farmers’ markets fit well with their personality and style of marketing while for others it is clear it is not a preferable method. Some farmers may want to expand in the wholesale market, while others may want to continue to do lots of varieties for a CSA. Growing for wholesale markets requires the highest set of skills in terms of delivering a consistent, quality product to the buyer and LSI would like to ensure that the farmers gain these skills through future hands-on trainings.

14.2 Farmer Sales

The five main sales outlets that have shown the most significant sales for farmers have been the LSI Global Greens Farmers’ Market, the Downtown Des Moines Farmers’ Market, the Global Greens CSA, the Iowa Food Coop, and homes sales to the farmers’ ethnic communities. Increased sales for each of these markets can be seen over the course of the program in the table below. (8 AMF income only.)

	2014	2015	2016
LSI Farmers' Market	\$8,381	\$14,308	\$21,088
Downtown Market (and other smaller markets)	\$5,685	\$6,402	\$13,671
Global Greens CSA	X	X	\$5,343
Iowa Food Coop	\$3,459	\$10,145	\$10,216
Ethnic Markets/Home Sales	\$1,590	\$3,755	\$3,477

A significant increase can be seen in 2016 for the Downtown Farmers' Market due to two farmers going to the market independently in addition to Global Greens hosting its own program booth with other farmers. The Global Greens CSA just began in 2016 with 18 members. LSI was recently awarded the Farmers Market Promotion Program grant and is looking to increase CSA membership to 120 by 2019. Staff hope this market will serve as a significant income base for farmers in the future.

14.3 Ethnic Markets/Homes Sales

One of the areas where LSI staff originally underestimated market potential was sales to a farmer's own ethnic community. One participant initially did almost all of her sales through home sales with a great deal of success and very little effort. Additionally, the export of ethnic produce to other states and communities has been an unanticipated area of additional sales opportunities for growers. It's important to understand the ethnic community market and the possibilities that exist and the fact that we don't necessarily have to fit farmers into existing American markets. Don't underestimate sales within their own communities and the ways that they deliver product within their community.

14.4 LSI Global Greens Farmers' Market

Many growers have identified barriers to entering and understanding the complexity of the food system in the United States. As a first step to address this issue, LSI established an on-site "incubator" Farmers' Market in 2014 for program participants to gain experience in direct to consumer marketing. The



establishment of this market was also in response to a gap at the time in the availability of local produce in the area as the long time Drake Neighborhood Farmers' Market had just closed down. (It has since re-opened and is held on Wednesday evenings). The LSI Global Greens Market is located in the Drake Neighborhood and is made up of growers from the Global Greens Training Farm. It is held on Saturday mornings, which is the best day for the most farmers to participate. The market is located in the parking lot of Lutheran Services in Iowa's Refugee Connection Center, a familiar location for many individuals from the refugee community and therefore the refugee community makes up a significant percentage of market-goers.

14.5 Farmers' Market Policies & Procedures

Each year, farmers participating in the Global Greens Farmers' Market are required to attend a farmers' market training and review market policies and rules. The farmers' market agreement is outlined below.

LSI Global Greens Farmers' Market Agreement – 2017

I agree to the following:

- Market starts at 9:00am – I will not start selling before 9:00am
- Market ends at 1:00pm – I will stay for the whole market unless I get permission from staff
- I understand that community tents, tables, and chairs are first come, first served
- I understand that LSI will help to bring my produce to the market as long as it is labeled with:
 - Name
 - Market (LSI)
 - Date of market
- I will not resell produce – I can sell produce for another Global Greens farmer if they can't make it that week
- All produce sold at the Global Greens market is chemical-free
- I agree to pay \$5 for each market I attend, with a maximum of \$75 for the season. (If it is my first year selling at the Global Greens market, I do not have to pay market fees)
- I will treat others with respect and kindness

14.6 Considerations for Running a Farmers' Market



Running a market requires many hours of logistical preparation and most importantly quite a bit of staff time. LSI has been able to utilize both Summer and VISTA AmeriCorps programs to assist in staffing the market while also expanding volunteer roles to help with transporting produce in the morning and with set up and tear down at market.

LSI staff also spend quite a bit of time throughout the spring and summer marketing the market in addition to staffing the market itself. It is ideal to have staff dedicated just to marketing and market management as incubator staff are challenged with the time it takes to grow the customer base of the market in addition to existing training and programming needs. Staff are

currently exploring ways to engage more customers through events and helping farmers and other members of the refugee community to sell prepared food. For now, LSI has chosen not to accept outside vendors in order to keep the market as an incubator training component of the Global Greens program.

Staff would like to increase capacity of farmers to take more responsibility with bringing their food to market while being conscious of transportation barriers. Currently, staff or volunteers drive vans to the farm to help transport produce to the market for those without transportation or those who do not have large enough vehicles to transport large amounts of produce. These are mostly BMFs who only attend the LSI farmers' market.

14.7 Benefits for lower-income customers

SNAP/EBT: LSI saw a need to ensure that low-income families can readily afford and will want to invest their dollars in fresh, quality produce. LSI administers a centralized EBT machine where farmers can direct customers and then be paid out once a month. LSI and nine farmers who were attending additional markets were able to take advantage of a grant through the

Farmers' Market Coalition in which farmers could obtain their own SNAP/EBT machine for free. This enabled farmers and LSI to have credit, debit, and EBT available to customers at multiple markets.

WIC/Senior Market Vouchers: LSI farmers also engage in training to be eligible to accept WIC (Women, Infants and Children) and Senior Farmers' Market Nutrition Program



checks. They must complete training through the USDA every three years. Farmers have run into issues at some banks in depositing these checks. Many banks and credit unions require farmers to open a business account in order to deposit these checks but business accounts often carry high balance requirements and fees if deposits are not made year-round. LSI is currently addressing this issue with the USDA and local banks and credit unions to try to create some understanding in this area.

Double Up Food Bucks: In 2016, LSI partnered with the Iowa Healthiest State Initiative to pilot the Double Up Food Bucks (DUFb) program with six markets around the state of Iowa. The program is based off the Fair Food Network out of Michigan in which SNAP users can double their money, up to \$10 each week, if that money is spent on fresh fruits and vegetables grown by local farmers. Beginning July 2, LSI implemented a token system at the market so that customers could use their SNAP card and receive both SNAP and DUFb tokens that could be spent at market. This program was heavily utilized by the various refugee communities in order

Learn more about the Fair Food Network and the Double Up Food Bucks Model and Impact
www.doubleupfoodbucks.org

to buy more of their ethnic crops that are difficult and/or expensive to purchase in stores. In 2016, through the SNAP and DUFb programs, farmers redeemed a total of \$8,292, with an average transaction of \$31.01. This was a 296% increase from 2015, in which farmers totaled \$2,094 in SNAP sales.

14.8 Plans to Expand to a Food Hub

While farmers' markets are a natural first step for farmers' marketing efforts, these markets alone are not likely to offer enough sales or consistency for a viable business. Additionally, farmers' markets vary in application processes (paper and online), rules, and insurance requirements, which all require training and support from staff. Beyond farmers' markets, other available sales outlets such as the Iowa Food Cooperative, CSAs, and wholesale accounts all require a much more intensive level of administration, English proficiency, and customer relationship maintenance.

In response to this need, LSI has researched other more established projects around the country and found that many programs have had success in establishing an aggregated CSA as well as aggregated marketing cooperatives or hubs with a fee for administrative services. During the 2016 season, LSI piloted an 18-member aggregated CSA which was approved via vote by the current growers in the program. This was the first step in the development of a food hub model. LSI plans to double the number of members in the CSA for the 2017 season. However, more research needs to be done to develop the potential of a sustainable food hub in the greater Des Moines area, which would benefit farmers with higher volume accounts and increased market diversity to secure more reliable incomes. 100% of the ten farmers growing at the largest scale reported that the markets available to them did not cover the amount of

produce they grew in the 2016 season. Many of the smaller sized market farmers also reported a need for more market outlets.

LSI has found that the idea of an aggregated food hub model for the Global Greens program follows a national and statewide trend in local food sales. A 2015 report published by the Leopold Center for Sustainable Agriculture titled *Food Hub Development in Iowa: Lessons learned from a study of food hub managers and region food coordinators* cited the following information. In January 2015, the USDA's Economic Research Service (ERS) issued a new report to Congress titled *Trends in U.S. Local and Regional Food Systems*. The House Agriculture Committee requested the ERS conduct the study described therein in response to an ever-increasing demand for local and regional food and the need to support data-driven public policy. The study showed that:

- Local food sales are booming. An estimated \$6.1 billion in local food sales occurred in 2012.
- An increasing number of farmers are growing local foods. Nearly 10 percent (7.8 percent) of all U.S. farms market foods locally (either direct-to-consumer through farmers' markets or CSAs) or via intermediated markets (e.g., restaurants, grocery stores, food hubs, or institutions).
- Direct-to-consumer sales such as farmers' markets and CSAs are declining while sales to intermediated markets are skyrocketing. Study authors attribute peak farmers market sales to market saturation, low profit margins, the time required to sell at farmers markets, and lack of farmer interest in marketing.
- On the other hand, economic opportunities in local food abound beyond small markets and are entering the marketing mainstream. One in three of those farms sell products through intermediated markets.
- The number of food hubs in the United States has exploded. Since 2006, the number of food hubs has increased by 288 percent to a total of 302.

Find more research and information about food hubs in Iowa at www.leopold.iastate.edu/marketing/food-hubs

The report further outlined that the unique role of regional food hubs is their ability to provide farmers with access to large markets while preserving source-identified food characteristics. Food hubs also offer education and training to farmers to increase their capacity to meet high-volume demands. Publication of the ERS report on current trends in local and regional food systems is timely for Iowa's local food advocates and farmers, including food hubs. Although Iowa has at least 79 CSAs and 231 farmers' markets selling local foods, most people do not buy the majority of their food through these markets for various reasons (goods only seasonally available, upfront costs, transportation and time issues, lack of convenience, etc.). The consumer market research firm Packaged Facts found that consumers spend over half (53 percent) of their food dollars at supermarkets and grocery stores, including specialty food

stores. Only two percent was spent at alternative food vendors, which includes farmers' markets.

A 2014 report issued by the Leopold Center for Sustainable Agriculture showed that in 2013, grocery store sales accounted for 68 percent of measured local food sales in Iowa. Food hubs serve as a critical link in aggregating high-quality, locally grown food produced by small and midsized farmers and transporting it to high-volume markets such as grocery stores, restaurants, and public institutions such as schools, colleges, and hospitals.



At this point in the Global Greens project, staff are unclear regarding what kind of true market potential there is for larger scale, wholesale markets, and value-added, local food related businesses in the greater Des Moines area. LSI has recently applied for a

planning grant through the USDA Local Food Promotion Program to gain greater expertise in this type of assessment and planning in order to set goals for the food hub's growth that meet the consumption needs of the region, are beneficial to farmers, and support the sustainability of the food hub.

Section 15: Farmer Transition

Currently, three families are transitioning off the training farm and are expanding their businesses to 2-3 acres each with individual lease agreements with local land-owners. These are the first farmers LSI has guided through this phase of the program. At the beginning of 2017, LSI staff created new program agreements with these transitioning farmers to outline services that would be available to them (*see chart below*). While farmers are taking on more responsibility being on their own land, there is still a need for a graduated level of assistance to address the challenges to come in the next one to three years. For example, while farmers were growing at the Global Greens Farm, they did not have to plan and construct their own infrastructure such as coolers, wash stations, and fencing. These challenges present new training opportunities for the Global Greens program as new aspects of the farmers' business become more applicable than before. The services outlined below give a comprehensive idea of what areas farmers may still be needing assistance with depending on their English level, computer skills, family supports and general independence.

Land access	Year 1	Year 2	Year 3
<i>Finding new land to move off of GG Farm</i>	Free		
<i>Contracts and relationship with land owners for new land off of GG Farm</i>	Free		
<i>Formally renting or buying land after initial land found by staff</i>	X	?	?
Technical Assistance			
<ul style="list-style-type: none"> • <i>Building Projects</i> • <i>Field walks (4 per season)</i> • <i>Purchasing equipment, other larger purchases</i> • <i>Seed Orders</i> 	\$200	?	?
Financial Assistance			
<i>Access accounting provider, taxes</i>	Free referral, accompaniment	X	X
<i>Insurance access</i>	Free referral, accompaniment	X	X
<i>FSA loans</i>	Assistance with one FSA loan application free	Future FSA loans, charge a \$40 administration fee	
<i>Pre-tax prep</i>	\$75	\$150	\$150
Market Access			
<i>IFC</i>	Will help to transition to independence	No assistance	No assistance
<i>CSA</i>	23% margin	Margin (TBD)	Margin (TBD)
<i>Downtown FM app</i>	Application help is free	Application help, \$20	Application help, \$20
<i>LSI Farmers' Market</i>	\$5/market, up to \$75 a season	\$5/market, up to \$75 a season	\$5/market, up to \$75 a season

<i>Other FM apps</i>	Application help is free	Application help is free	Application help is free
<i>Wholesale through LSI Food Hub</i>	Margin (TBD)	Margin (TBD)	Margin (TBD)
<i>Independent Wholesale</i>	Manage independently	Manage independently	Manage independently
<i>EBT machine maintenance</i>	Support with survey, call TSYS for annual PCI compliance	Support with survey, call TSYS for annual PCI compliance	Support with survey, call TSYS for annual PCI compliance
<i>Creating and Purchasing Marketing Materials</i>	Free assistance to purchase signs, business cards, labels, etc. from Vista Print		
Certifications			
<i>CNG - \$120 per year, must audit another farm</i>	LSI Audit to assist with compliance, assist with application for first year	LSI Audit to assist with compliance, assist with application for first year	LSI Audit to assist with compliance, assist with application for first year
<i>Egg Handler's License</i>	Referral to outside experts	Referral to outside experts	Referral to outside experts
<i>Value- Added</i>	Referral to outside experts	Referral to outside experts	Referral to outside experts
Renting Equipment			
	Not yet determined		

15.1 Practical Farmers of Iowa Savings Incentive Program (SIP)

All farmers who are transitioning off the training farm have completed or are completing SIP through PFI. SIP is a two year program during which beginning farmers are matched with an experienced farmer as a mentor, required to attend four PFI events annually – field days, workshops, the annual conference, and/or Farminars – with one being financial in nature, write a business plan, make regular deposits to a savings account, and check in quarterly to report to PFI staff on their progress. All of this programming is designed to build beginning farmers’ skills and networks, and after they complete all requirements, PFI will match what they have saved up to \$2,400, for a total of \$4,800. This money is then used to purchase a farm asset. Two of the Global Greens farmers have used their SIP money to purchase vehicles, while another is paying back a large portion of his FSA Microloan with these funds.

PFI’s Beginning Farmer Manager works closely with LSI to ensure that SIP materials and the farmers’ experience of the program is culturally and linguistically appropriate. This has included modifying the business plan checklist to better match the situations and needs of the Global Greens farmers and bringing in experts to lead a business planning workshop geared specifically for the farmers in our program, which proved invaluable as staff continues to refer back to this workshop and use the materials created there in planning and working with the farmers.

Assisting farmers in writing their business plans is a process comprised of many meetings and detailed conversations as staff talk through questions with farmers about their goals, vision, mission, markets, customers, products, financials, etc. and record their responses. This process has been very helpful as farmers are able to take what they know about their businesses and plans and, with the help of LSI staff, put all of this knowledge into a format that they can share with potential partners and lenders. The financial portions of the business plan, including a projected income statement, three years of cash flow, and balance sheet are all requirements for the FSA Microloan application. Working on these two pieces – the business plan and Microloan application – in concert has worked well because the farmers and the staff become well-versed in their farm’s “numbers”, which makes everyone more prepared for meeting with the FSA loan officer. *You can find the outline for the PFI SIP Business Plan requirements in*

Appendix 17.



In addition to the business plan and matched savings, participating in SIP has been an important part of helping Global Greens farmers learn and grow, including learning more about farming in Iowa and building relationships with other farmers outside of the program.

15.2 Broadening Networks for Transitioning Farmers

Additionally, as farmers begin to transition off the training farm it is important that one-on-one relationships are built independently of program staff. LSI has seen relationships being built between farmers and the following:

- Landowners who have assisted farmers in purchasing equipment or planning projects at their new farm sites
- Continued relationships with PFI mentors beyond SIP
- Relationships with market managers at the Iowa Food Coop, the Downtown Farmers’ Market and other small scale markets
- Local farmers who aggregate bulk orders with farmers in the area
- Small scale wholesale buyers
- FSA loan officers
- Tax Accountants, including one farmer who is meeting with the accountant to learn how to do his small business taxes independently

However, language and cultural barriers still present obstacles for farmers and those who are willing to help. Staff are also continuing to work with farmers on where to purchase items and encouraging farmers to feel independent enough to make some of those purchases on their own. Even farmers with very good English are often hesitant to reach out to make their own connections because of social and cultural barriers.

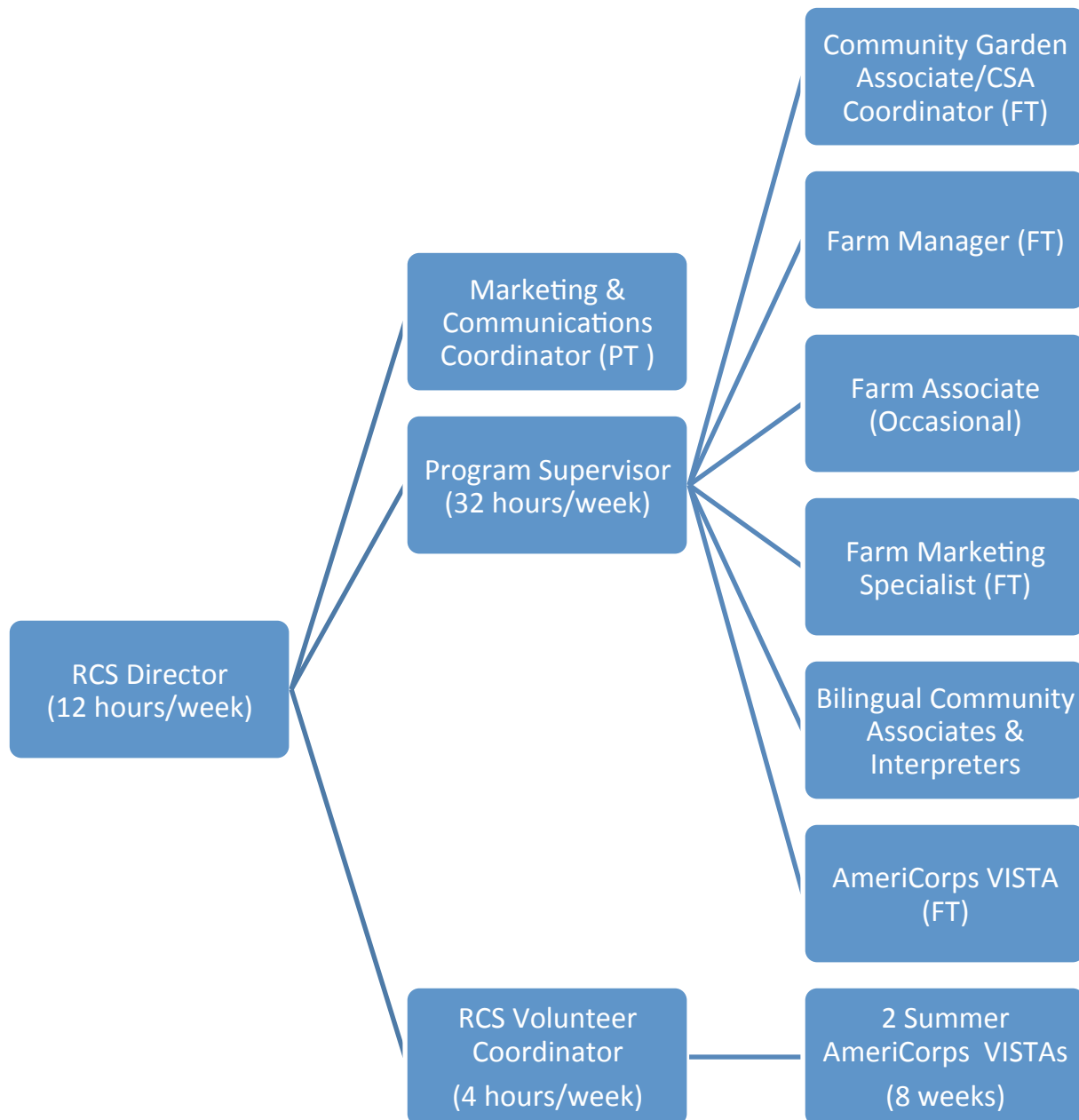
15.3 Land Considerations for Transitioning Farmers

Land is a consistent limiting factor for the growth of the program and each farmer's business plan. LSI has been fortunate to find three spaces for AMFs to partially transition their businesses but at this point, these are short-term leases with private land-owners who are new to renting out their land. This relationship building and working out of contractual details takes a significant amount of staff time. LSI had similar arrangements for two farmers in 2015, however, over the course of the year, the owners decided to sell their land, which quickly changed the course for the farmers. Without long-term leases or more autonomy over the land, farmers and the LSI program will always be subject to sudden changes outside of their control. This also makes it difficult to know when it is appropriate and sensible to invest in infrastructure and long-term conservation practices. Many farmers are also interested in eventually living on their own land and having livestock as well.



Section 16: Staffing

Staffing for the Global Greens program is outlined below. The Refugee Community Services (RCS) Director, Volunteer Coordinator, Marketing and Communications Coordinator and Program Supervisor all work in additional RCS programs to round out a full-time position for each role.



An outline of staff duties is listed in the chart below.

Staff Role	In-Season Duties	Off-Season Duties
<p>Program Supervisor <i>Duties are on-going and not specifically in-season or off-season</i></p>	<ul style="list-style-type: none"> - Develop and manage annual program budget - Grant writing and reporting - Data collection for outcomes - Manage supply budgets - Large land site development, business planning - Advisory Board development, communication - Maintain partner relationship/contracts - Supervise and manage VISTA program - State-wide networking and technical support - Rotate DT market & sub for driving produce 	<ul style="list-style-type: none"> - Lead year-end program evaluation and development - Program forms, policies and processes - Curriculum development - Attending conferences with farmers, as needed
<p>Marketing and Communications Coordinator</p>	<ul style="list-style-type: none"> - LSI Farmers Market promotion - Events and partnerships to increase market attendance - Coordinate FM end of year surveys - Manage weekly e-newsletter - Plan and coordinate annual field day event - Carry out marketing plan - CSA communication - Coordinate mid and end of year CSA surveys - Coordinate farmers' speaking engagements and media - Rotate DT market & sub for driving produce 	<ul style="list-style-type: none"> - LSI Farmers Market promotion - CSA promotion - speaking, networking, ads - Establish partnerships to enhance market - Create annual marketing plan - Establish new partnerships for growing food hub options - Program evaluation and development - Develop a bank of recipes (from farmers and other)
<p>Community Garden Associate & Food Hub Coordinator <i>Originally this role was a part time Community Garden Associate however, since the</i></p>	<ul style="list-style-type: none"> - CSA food aggregation - IFC admin and training of farmers - HWP support for IFC, CSA, wholesale 	<ul style="list-style-type: none"> - SKA with farmers (AMF and BMF) - Program evaluation and development - Program forms, policies

<p><i>addition of the CSA and exploring more wholesale efforts this has been made a full time role. LSI predicts that the Food Hub Coordinator role will eventually need to be its own full-time role once the CSA and Food Hub grow to a larger scale.</i></p>	<ul style="list-style-type: none"> - On-site food safety training - Negotiate and set pricing - Coordinate food to pick up sites - Rotate DT market & sub for driving produce - Community garden partner relationships - Maintain garden data - Coordinate annual gardener intake, \$, contracts - End of year check ins - Support garden mini-grants/Metro Waste applications - Surveying new garden sites, contracts, etc. 	<ul style="list-style-type: none"> and processes - Curriculum development - Facilitating workshops (Jan. - April) - Taking farmers to PFI and/or MN conference - Crop bidding process & implementation - Seed orders - Research and pursue new wholesale and food hub leads
<p>Farm Manager <i>The Farm Associate role supports the Farm Manager in infrastructure project and general garden and farm maintenance through out the spring and summer.</i></p>	<ul style="list-style-type: none"> - Farm, Gardens and Satellites sites: field work - Checking in on gardens, maintenance - Infrastructure maintenance & development - Surveying new land sites - Contracts and relationships with new land sites - Researching, ordering, distributing supplies - Irrigation upkeep - Equipment maintenance - Tilling and mowing - Equipment training with farmers - Growing & distributing transplants - Manage volunteer groups (farm/garden) - Field walks with farmers - Troubleshoot production issues with farmers - Rotate DT market & sub for driving produce 	<ul style="list-style-type: none"> - SKA with farmers (AMF and BMF) - Program evaluation and development - Program forms, policies and processes - Curriculum development - Preparing materials trainings - Facilitating workshops (only Jan - Feb) - Taking farmers to PFI and/or MN conference - Assist CSA Coordinator with seed orders, as needed - Confirm greenhouse partner - Research and plan capital projects for the upcoming season - New land site search and development
<p>Farm Marketing Specialist</p>	<ul style="list-style-type: none"> - Schedule LSI market staff and volunteers for 	<ul style="list-style-type: none"> - Assist farmers with new market opportunities

	<ul style="list-style-type: none"> - market - Order and organize LSI and DT market supplies - DT farmer schedule for GG booth - Orientation with farmers at new markets - Help farmers purchase signs, cards, and other marketing materials for - Church market relationships - Support ICAPs in market management, as needed - Processing EBT and DUFBI info - Manage farmer fees and payments - QuickBooks account management - Manage relationship with EBT carrier - PFI SIP admin and business planning - Rotate DT market & sub for driving produce 	<ul style="list-style-type: none"> - Farmers market apps, insurance needs, etc. - SIP Business Plans - Coordinate Farminars for SIP participants, as needed - Record Keeping with farmers - Tax prep - FSA and loan access for farmers - Facilitating workshops on financials and marketing - Facilitate and organize WIC & senior voucher training - Program evaluation and development - Program forms, policies and processes - Curriculum development - Preparing materials trainings - Taking farmers to PFI and/or MN conference - SKA with farmers (AMF and BMF)
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Section 17: Volunteers

Volunteers can be a significant asset to an incubator farm program. Below is an outline of current ways that LSI utilizes volunteers in the Global Greens program.

One Time/Short Term Volunteer Opportunities:

Large Group Work Days:

Large groups (10-25 people) are needed for projects such as mulching pathways, putting up deer fencing or end of season clean up. Large groups are needed April – June and during the month of October, typically on Saturdays.

Global Greens Farm Volunteer:

If you are interested in getting outside and helping out with the farm, we always welcome volunteers to help with weeding, harvesting and general maintenance or construction projects.

If you have a truck, we often have projects in the spring that involve hauling compost or mulch to various sites.



On-going volunteer opportunities:

Community Garden Liaison:

All of our community garden sites can benefit from having an extra bit of support to help troubleshoot issues that pop up throughout the season. Garden liaisons garden on site and are around to provide maintenance support or perhaps grow a demonstration garden and provide training opportunities for gardeners. Liaisons need to visit the

garden at least once a week and be able to commit to one growing season. Liaisons can also take the initiative of starting new gardens. This would include coordinating land usage with land-owners, ensuring adequate water access and communicating with LSI to place gardeners into the new garden.

Farmers' Market Driver:

Drivers are needed to help transport produce from the Global Greens Farm in West Des Moines to the farmers' market located at the Lutheran Services in Iowa office. Volunteers will help load produce into LSI vans at 7:30 a.m. and bring the produce to market by 8:30 a.m.

Farmers' Market Volunteer:

Volunteers will meet at LSI at 8:15 a.m. to help farmers set up tents, unload vegetables and put out market signs. Market runs from 9:00 a.m. – 1:00 p.m. Feel free to just help with set-up, or if you'd like to stay for the day, we always need someone to help with market attendance count, general questions, and market tear down.

CSA Drop Site Volunteer:

Assist with the Global Greens CSA drop site every Tuesday! CSA shares are available for pickup from 3:30pm – 6:30pm. Volunteers can also help with getting produce ready and organized out at the Global Greens Farm on Tuesday afternoons.

Farmer ESL:

During the off-season (October – April), farmers practice specific English lessons focusing on vegetable names, varieties, and market conversations. ESL training is provided to all volunteer teachers.

Summer AmeriCorps VISTA:

Summer AmeriCorps are focused on running the LSI farmers' market, CSA pick up sites and helping out at the farm during the busy summer season. LSI recruits two summer VISTAs each year.

Full Time AmeriCorps VISTA:

This is a full-time, one-year position through AmeriCorps VISTA. VISTA duties include assistance with the Global Greens Farmers' Market, CSA, trainings, internal processes and marketing projects through out the year. LSI currently has one full-time VISTA position available.

Be an Advocate!

No matter if you are helping out as a volunteer, or just out in your community Global Greens always needs advocates to share the word about this exciting project!

- Buy Global Greens produce! This puts money directly into the pockets of our program participants
- Invite a friend to market
- Take a stack of Global Greens market fliers to post in places you visit around town
- Ask about a vacant plot of land you know of to see if it would be a good spot for a new garden
- Gather in-kind donations

Section 18: Funding

Funding is a consistent concern for any program and while there will always be a need for some level of funding to support training efforts, LSI is exploring ways to create partial sustainability through income through the food hub model and possibly through consulting fees for farmers who have moved off of the incubator farm. However, these types of income generation take many years to develop and food hubs must operate at a significant size in order to break even or be profitable. The information below describes the funding opportunities that LSI has been able to capitalize on since the project began in 2011.

18.1 Global Greens Funding Sources

- LSI received a Planning Grant through the Leopold Center for Sustainable Agriculture to learn about incubator farms, start community gardens and create a model for Des Moines, Final report: <http://www.leopold.iastate.edu/grants/m2011-13>
- 100+ Women Who Care (local charitable group) \$13,000 to be able to continue community garden development
- USDA IDALS Specialty Crop Block Grant has supported a variety of beginning farmer training projects
- United Way of Central Iowa supports both community garden and beginning farmer work specifically tied to the goals of increasing access to healthy food for low income individuals
- Office of Refugee Resettlement (ORR) Refugee Agricultural Partnership Program (RAPP), support beginning farmer training programs
- FSA Outreach Grant (USDA), LSI was a sub-contractor to Practical Farmers of Iowa, focused on financial training and preparing farmers to access programs of the FSA
- North Central Region SARE Research and Education Grant, supports beginning farmer education and business development support
- USDA Farmers Market Promotion Program, supports the marketing and outreach efforts for the Global Greens CSA and Farmers' Market
- Wellmark, promotes increased health and wellness specifically amongst lower income populations

18.2 Capital Projects: *Funded through local grants or in-kind donations*

- In-kind land rental
- Large equipment (BCS, Utility Tractor and trailer)
- Trucks and Vans (LSI has been able to borrow a refrigerated van from a local church)
- Deer fencing
- Irrigation System (United Way)
- Sheds and fencing for Community Gardens

18.3 Other Funding Options to Consider:

- USDA Risk Management Agency Education Grants
- USDA Beginning Farmer and Rancher Development Program
- USDA Outreach for Socially Disadvantaged Farmers and Ranchers
- USDA Local Food Promotion Program
- USDA Community Food Projects

- SARE – Sustainable Agriculture Research and Education – Regional Grants
- Wallace Center
- Chipotle
- National Resource Conservation Service (NRCS) for farm infrastructure/assets
- Local Community Development Corporation for land
- Consider agro-ecology funding – restoring native species/pollinators
- Non-profit hospitals have to give back to community for preventative health initiatives which is being mandated by ACA
- Foundations of healthcare providers
- Farm Bureau

Section 19: LSI Self-Reflection and Yearly Program Evaluation

At the end of each season, staff take time to review the season and set goals for program development over the off-season. Evaluations consist of: 1) Staff sharing highs and lows of the season both personally and programmatically, 2) Reviewing farmer evaluations and SKAs to set goals for training and technical assistance, 3) Reviewing farmer reflections to set goals for addressing process or policy issues, 4) Creating training schedule for the upcoming year 5) Setting goals for CSA and Food Hub growth, and 6) Setting goals and new ideas for marketing efforts. Staff continue to meet throughout the off season to work on these goals and prepare for the new season.

19.1 Global Greens Advisory Board

In order to gain more insight on the Global Greens Program development, LSI staff invited a variety of partners to form the Global Greens Advisory Board, first meeting in September of 2015. Board members represented farmers, landowners, real estate agents and local food system coordinators. The board has continued to meet in the spring and fall of each year to review progress and offer advice on program issues and development strategies. This has been a very helpful tool for program staff to intentionally receive feedback and expertise from a broader audience. Advisory board members are also invited into the program evaluation process.



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1. Sample Garden Contract

Community Garden Application & Agreement (Insert Year) Community Garden Application & Agreement

Individual Plot

- I understand I am responsible for my plot(s), unless it is reassigned.
- I will not modify size/dimensions of plot assigned to me. Plot size is approximately 10'x15'.
- I understand plot limits below and will not take over someone's plot without permission from staff.
- One plot for first-time plot holders
- Two plot limit per household (if there is no waiting list)
- I understand I am responsible for preparing my plot for gardening, which may or may not involve tilling my plot.
- I will remove debris, weed and plant my plot(s) by **INSERT DATE** (dependent of course on date of last frost).
- I will mulch one foot into the pathway around the plot(s) perimeter, using wood chips (if the garden I'm assigned to uses wood chip pathways, wood chips provided by **INSERT NAME**) by **INSERT DATE**. I agree to weed and maintain the mulch pathways the entire gardening season.
- I agree to use only organic gardening methods and will not use chemical fertilizers, herbicides, pesticides, and fungicides.
- I will use seed-free mulch to conserve water and reduce weeds.
- I understand the garden will provide only **INSERT RESOURCES PROVIDED**.
- I agree if I am away for an extended period of time, I will make arrangements with someone to care for my plot.
- I will notify the **INSERT GARDEN COORDINATOR** if I am unable to harvest or care for my plot(s).
- I will not shade neighboring plot(s).
- I will not harvest produce from other plot holder's plot(s)
- I agree if I receive a notice for my plot(s) being unkempt or weedy, I will address and resolve the issue within one week or my plot(s) will be reassigned. If I receive 3 plot notices in one gardening season my plot will automatically be reassigned.
- I will prepare my plot(s) for winter by the last work day as designated by **INSERT GARDEN COORDINATOR**, including removal of diseased plants to discourage the spread of plant diseases and pests.
- I will place dead plant material in the designated areas, containers, or trucks.
- I will keep trash and litter picked up in my plot(s) and adjacent areas, and deposit in proper receptacles. No organic matter in trash, and no trash in compost.
- I will leave numbered stakes in plot(s) where they have been placed so each plot is identifiable.
- I understand if I give up a plot(s), then ask for a plot(s) later, I will be placed on a *first come/first served* waiting list if a plot is not available.
- I understand plots are non-transferable.
- I understand individual fencing cannot extend beyond plot borders into pathways. Colored plastic fencing is not allowed, nor is using twigs or branches as fencing allowed.

- I understand that if I have multiple plots I will maintain the pathways between adjacent plots.
- I will water my plot according to water-wise guidelines. (If I use more than the recommended amount of water, I will pay a fee each month to cover the cost of this additional water.

Common Area

- I will not use tools that are clearly marked with a name without obtaining the consent of that gardener. Please clearly mark tools you do not wish to share. **INSERT GARDEN COORDINATOR** is not responsible for any lost or missing tools.
- I will share woodchips, water, and other garden materials fairly.
- I will not take community tools or garden materials (woodchips) out of the garden for personal use or use in excess.
- I will care for and respect community tools by cleaning and returning them to the designated community storage area. Please turn wheelbarrows upside down to prevent water from pooling.
- I agree to volunteer for four hours doing general garden maintenance in the common areas, this can be done in coordination with organized work days or by communicating with **INSERT GARDEN COORDINATOR** to identify common area tasks to be completed on your own time or risk losing plot. Staff will send notification of garden work days, expect one work day per month June through October.
- I will not obstruct walkways with fencing, unwound hoses, and plants, including vines.
- I will not make duplicate keys of any locks at the garden or give my key or lock combination to another person.

Community Principles

- I will help keep the garden site looking respectable.
- I will use appropriate language and exhibit respectful behavior towards staff, gardeners & visitors.
- I will notify **INSERT GARDEN COORDINATOR** of vandalism, theft, inappropriate behavior, or other questions or concerns.
- I will receive permission before entering the other gardeners' plot(s) except for retrieving community tools.
- I will harvest my plot(s) and only my plot(s) unless asked by another gardener for help.
- I will keep pets outside of the garden area and leashed as per city ordinance.
- I will be responsible for guests and/or children at the community gardens.
- I understand I cannot use my plot for commercial activity.
- There is no smoking in the community gardens.

2. Sample Liability Waiver

Release and Waiver of Liability and Photo Release

In consideration of my, or my minor child, being permitted to participate in any way in the Community Garden Program, I, the Undersigned, for myself and my minor child, all of my or my minor child's personal representatives, executors, administrators, heirs, next of kin, successors and assigns, herein referred to as "Releasers", do hereby:

Waive, release and discharge and covenant not to sue the **INSERT GARDEN NAME** its elected and appointed officials, employees, volunteers, sponsors, and agents, including others who give recommendations, directions, or instructions as part of this Community Garden Program, hereinafter referred to as "**INSERT GARDEN NAME**", except for my minor child, for any and all loss or damage, and any claim or demands therefore, on account of injury to the person or property or resulting in my death or that of my minor child arising out of or related to use or occupancy of the Community Garden, including any volunteer service by my minor child or me.

Except for my volunteer services at the Community Garden, I agree to Indemnify and Save and Hold Harmless the **INSERT GARDEN NAME** from any loss, liability, damage, or cost that the **INSERT GARDEN NAME** may incur arising out of or related to my, or my minor child's, or my guest's, or my invitee's, use or occupancy of the Community Garden.

I agree that photos or other visual media of me/my minor child may be taken at the garden may be used by the **INSERT GARDEN NAME** for any lawful purpose.

I hereby state that I have read and agree to the terms and conditions and Release and Waiver above while being a plot holder at the (INSERT NAME) Community Garden.

Please keep a copy of this agreement for your reference.

Name (please print): _____

Signature: _____

(Self or Parent/Guardian if under 18 years)

Date: _____

Email: _____ Phone: _____

Address: _____ Zip: _____

3. Sample Garden Landowner Agreement

(YEAR) Agreement of Cooperation between (Landowner) and (Gardener)

(Landowner) and **(Gardener)** enter an agreement of cooperation for 2017. The purpose is for **(Landowner)** to provide land for **(Gardener)** to garden on, administered and overseen by **(Gardener)** with the support of Lutheran Services in Iowa. The extent of the cooperative agreement is that the **(LANDOWNER)** is allowing **(Gardener)** to garden on their land for 2017.

(Landowner) will designate land, for this purpose at **(Landowner address)**.

The agreement will be reviewed annually to ensure the arrangement is mutually beneficial to all parties involved. It is understood that this agreement could be terminated if it is mutually agreed to discontinue the agreement. Adjustments to the agreement will be possible if mutually agreed upon by all parties.

Under this new Agreement of Cooperation **(Landowner)** would agree to:

- *(Insert the agreement here)*

Under this new Agreement of Cooperation **(Gardener)** would agree to:

- Maintain their portion of the garden. **(Gardener)** will also monitor and be responsible for weed control within the garden area.
- Assist **(Landowner)** with weeding when necessary.
- Will not drive anywhere on the property except the parking lot, unless permission is granted.

(LANDOWNER) and **(Gardener)** will adhere to all the zoning and variance regulations required by the City of Des Moines.

(Gardener) will ensure that any individual who works at the garden understands the following list of the requirements to participate in the gardening project. This list will include, but not be limited to, the following statements:

- *I understand that the owners of the land are not responsible for my actions. I consequently agree to hold harmless the owners of the land for any liability, damage, loss or claim that occurs in connection with use of the farm by me or any of my guests including minors.*
- *I will not drive a vehicle onto the land or any unpaved roadway. Instead I will park in the parking lot or on the road.*
- *Children at the garden are expected to be supervised by parents or adults at all times.*
- *I will ensure the garden is well kept and that litter around the garden is picked up.*
- *I will not bring any animals onto the property.*
- *I will practice organic growing methods.*

4. New Land Survey

Questions For a Potential Future Site:

Land/Rent

1. Location and # of acres?
2. Topography (slopes, stream, valleys, flooding)
3. What is the zoning?
4. What is the quality of the soil? (soil type, would you be willing for us to do a soil test?)

5. Neighbors?

6. What is the history of the land? (organic, fallow, previous crops and # years)

7. What do you want the future of it to be?

8. How much do you charge/acre? (rent, sell, free) How much have utilities/upkeep cost?

Infrastructure (check and describe)

- Buildings (#, size, condition)
 - Sheds, houses, barns, stables, etc.
- Fencing
- Parking
- Roads and Road Access
- Greenhouse
- Cooler
- Bathroom
- Wash/Pack area
- Equipment
- Other

Utilities

- Electric- has own box? How does it tie in?
- Water- Well or City-
 - Flow Rate_____gpm_____psi
 - # of water access points and what type. How many per acre?
- Sewage
- Internet

5. Beginning Market Farmer (BMF) Agreement

LSI GLOBAL GREENS BEGINNING MARKET FARMER AGREEMENT

This agreement is entered into between _____, "Farmer"
and **Lutheran Services in Iowa, Inc. (LSI)** "Sponsor".

1. Term of the Agreement is for the entire duration of the growing and marketing season from 1/17 to 12/17
2. The Sponsor:
 - a. Shall provide orientation & training sessions.
 - b. Shall provide _____ 2500 ft² plot(s) at the Global Greens Farm.
 - c. Shall provide water access, utilities, infrastructure access to cooler, storage, wash station, fence, community hoses and tools, and basic fertility management.
 - d. Shall provide spring tilling and 30 minutes per plot of work per season. 10 hours of training will be provided to teach proper safety and usage. All other equipment use will be based on the equipment fee structure.
 - e. Shall bulk order certain seed supplies in an effort to make them most affordable. Seeds will be available for purchase in the Seed Store.
 - f. Shall coordinate & communicate market opportunities to sell produce. This includes free access to LSI Farmers' Market for 1 year and 2 times at the Downtown Farmers' Market. Market fees begin after 1 year of participation.
 - g. Shall assist with accessing electronic forms of payment.
 - h. Shall process payment, including EBT, to the Farmer twice per month. Up to 50% of each payment may be withheld to pay off outstanding fees.
 - i. Shall determine payment to the Farmer based on the items sold in aggregated markets. Administrative fees will be taken out of payment according to aggregated market fee structure.
 - j. Shall assist Farmer with finding liability insurance when applicable.
 - k. Shall provide a 1099-Misc form for payments made to the Farmer within the calendar-year in compliance with Internal Revenue Service requirements.
 - l. Shall provide pre-tax preparation services for free for the first 3 years in the program and for a fee of \$75 for any years after that.
3. The Farmer:
 - a. Shall attend orientation and complete intake forms annually.
 - b. Shall pay \$50 due at the time of intake. This money counts toward the program fee.
 - c. Shall pay the total land/infrastructure fee of \$70 per plot by April 1 to gain access to plot(s). Water fees are due by September 30. All fees are due by December 31 in order to enroll in the following year.
 - d. Shall pay for seeds at the time of purchase. All transplants must be paid for after they are received.
 - e. Shall complete record keeping log to the best of his/her ability and is responsible for reporting any net income from sales for income tax purposes.
 - f. Shall attend the Global Green Farmers' Market Orientation and sign an agreement to participate.
 - g. Shall pay for liability insurance and keep the policy current when applicable.
 - h. Shall meet with Sponsor at the end of the growing season to review season.
 - i. Shall be responsible for the upkeep on his/her plot and ensure it be well tended (weeded and free from trash). The Farmer will keep pathways clear for mowing and plots free from debris when using equipment.
 - j. Shall follow good handling practices and complete GAP (Good Agriculture Practices) training. This includes washing hands with soap and water before handling produce using a separate area outside of produce washing sinks.

- k. Shall clean all harvest and storage bins with soap and water before and after use.
 - l. Shall clean up wash station with soap and water after use. All plant material will be placed in a compost bin. All other trash goes in the trash can. The Farmer will factor the time needed to clean up after himself/herself into the time needed to wash produce or will otherwise lose the privilege to use the wash station.
 - m. Shall return all community hoses, bins, and tools to storage in good and clean condition. If these items are left out, the Farmer understands that other farmers have permission to enter his/her plot to retrieve them. The Farmer agrees to not damage, take home, or write names on these items.
 - n. Shall use proper safety when using equipment. The Farmer will clean up the equipment before returning it to the barn. The Farmer will pay all applicable equipment usage fees.
 - o. Shall use the community cooler respectfully, label produce with date and market, store in the designated area, and will not take or move another farmers' produce without permission.
 - p. Shall use the community water source respectfully and ensure the water is turned off when finished.
 - q. Shall use drip tape to conserve water and save on costs.
 - r. Shall respect and follow Certified Naturally Grown standards and not use any chemicals in the garden. Any fertilizers or sprays must be approved by the Sponsor prior to use.
 - s. Shall use the bathrooms and port-a-potty designated at the garden site. At no time should the farmer go to the bathroom outside.
 - t. Shall not change the size or dimensions of plot and will not trade plots with another farmer without Sponsor's permission.
 - u. Shall respect other farmers' plots and will not work/harvest/water any other plot without the permission of that farmer.
 - v. Shall notify Sponsor and make arrangements for someone to tend his/her plot if they will be gone for an extended period of time or will be unable to tend his/her plot.
 - w. If a Farmer leaves the program before accessing his/her plot, a full refund will be given; if after access, seed, transplant, and land fee will be forfeited with the water fee refunded on a pro-rated basis.
 - x. Shall not drive his/her car onto the grass or into the field.
 - y. Shall supervise any children who come to the garden with them at all times and understands that at no time should a child be allowed in the barn.
 - z. Shall not hunt any type of animal at the garden site-nor will they bring any animal or pet to the garden site.
 - aa. Shall not smoke or drink alcohol on any part of the farm, church site, or LSI property.
 - bb. Shall hold harmless Sponsor and Valley Church (land owner) for any liability, damage, loss, or claim that occurs in connection with use of the garden by the Farmer and any of his/her guests, including minors.
 - cc. Shall be responsible for and ensure guests and family members who visit his/her plot are aware and follow the guidelines.
 - dd. Shall agree to work with other farmers to create a well-cared for and respectful space (through language and behavior) and report any vandalism, theft or inappropriate behavior to the Sponsor.
 - ee. Shall be given a copy of the Global Greens Farmer Agreement and understand the program requirements.
4. Violations to the Farmer Agreement will be documented and reviewed by LSI staff and may result in fines, disciplinary action, and/or termination of Agreement.

6. Advanced Market Farmer (AMF) Agreement

LSI GLOBAL GREENS ADVANCED MARKET FARMER AGREEMENT

This agreement is entered into between _____, "Farmer" and **Lutheran Services in Iowa, Inc. (LSI)** "Sponsor".

Term of the Agreement is for the entire duration of the growing and marketing season from 1/17 to 12/17

The Sponsor:

- a. Shall provide orientation & training sessions.
- b. Shall provide _____ 2500 ft² plot(s) at the Global Greens Farm.
- c. Shall provide water access, utilities, infrastructure access to cooler, storage, wash station, fence, community hoses and tools, and basic fertility management.
- d. Shall provide spring tilling and 30 minutes per plot of work per season. 10 hours of training will be provided to teach proper safety and usage. All other equipment use will be based on the equipment fee structure.
- e. Shall bulk order certain seed and supplies in an effort to make them most affordable.
- f. Shall coordinate & communicate market opportunities to sell produce. This includes free access to LSI Farmers' Market for 1 year and 2 times at the Downtown Farmers' Market. Market fees begin after 1 year of participation.
- g. Shall provide ongoing consultation.
- h. Shall assist with accessing electronic forms of payment.
- i. Shall process payment, including EBT, to the Farmer twice per month. Up to 50% of each payment may be withheld to pay off outstanding fees.
- j. Shall determine payment to the Farmer based on the items sold in aggregated markets. Administrative fees will be taken out of payment according to aggregated market fee structure.
- k. Shall assist Farmer with finding liability insurance when applicable.
- l. Shall assist in finding new land to move onto from the Global Greens Farm (including contracts with landowners.)
- m. Shall provide a 1099-Misc form for payments made to the Farmer within the calendar-year in compliance with Internal Revenue Service requirements.
- n. Shall provide pre-tax preparation services for free for the first 3 years in the program and for a fee of \$75 for any years after that.

The Farmer:

- o. Shall attend orientation and complete intake forms annually.
- p. Shall pay \$50 due at the time of intake. This money counts toward the program fee.
- q. Shall pay the total land/infrastructure fee of \$70 per plot by April 1 to gain access to plot(s). Water fees are due by September 30. All fees are due by December 31 in order to enroll in the following year.
- r. Is responsible for his/her own seed order. All transplants must be paid for once they are received.
- s. Shall attend at least 80% of educational workshops.
- t. Shall complete Skills and Knowledge Assessment and Action Steps annually.
- u. Shall complete record keeping log to the best of his/her ability and is responsible for reporting any net income from sales for income tax purposes.
- v. Shall meet with Sponsor monthly to review record keeping and Action Steps.
- w. Shall pay for liability insurance and keep the policy current when applicable.
- x. Shall participate in at least 3 market outlets. The Farmer shall attend the Global Green Farmers' Market Orientation and sign an agreement to participate.
- y. Shall be responsible for the upkeep on his/her plot and ensure it be well tended (weeded and free from trash). The Farmer will keep pathways clear for mowing and plots free from debris when using equipment.

- z. Shall follow good handling practices and complete GAP (Good Agriculture Practices) training. This includes washing hands with soap and water before handling produce using a separate area outside of produce washing sinks.
- aa. Shall clean all harvest and storage bins with soap and water before and after use.
- bb. Shall clean up wash station with soap and water after use. All plant material will be placed in a compost bin. All other trash goes in the trash can. The Farmer will factor the time needed to clean up after himself/herself into the time needed to wash produce or will otherwise lose the privilege to use the wash station.
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- ee. Shall use the community cooler respectfully, label produce with date and market, store in the designated area, and will not take or move another farmers' produce without permission.
- ff. Shall use the community water source respectfully and ensure the water is turned off when finished.
- gg. Shall use drip tape to conserve water and save on costs.
- hh. Shall respect and follow Certified Naturally Grown standards and not use any chemicals in the garden. Any fertilizers or sprays must be approved by the Sponsor prior to use.
- ii. Shall use the bathrooms and port-a-potty designated at the garden site. At no time should the farmer go to the bathroom outside.
- jj. Shall not change the size or dimensions of plot and will not trade plots with another farmer without Sponsor's permission.
- kk. Shall respect other farmers' plots and will not work/harvest/water any other plot without the permission of that farmer.
- ll. Shall notify Sponsor and make arrangements for someone to tend his/her plot if they will be gone for an extended period of time or will be unable to tend his/her plot.
- mm. If a Farmer leaves the program before accessing his/her plot, a full refund will be given; if after access, seed, transplant, and land fee will be forfeited with the water fee refunded on a pro-rated basis.
- nn. Shall not drive his/her car onto the grass or into the field.
- oo. Shall supervise any children who come to the garden with them at all times and understands that at no time should a child be allowed in the barn.
- pp. Shall not hunt any type of animal at the garden site-nor will they bring any animal or pet to the garden site.
- qq. Shall not smoke or drink alcohol on any part of the farm, church site, or LSI property.
- rr. Shall hold harmless Sponsor and Valley Church (land owner) for any liability, damage, loss, or claim that occurs in connection with use of the garden by the Farmer and any of his/her guests, including minors.
- ss. Shall be responsible for and ensure guests and family members who visit his/her plot are aware and follow the guidelines.
- tt. Shall agree to work with other farmers to create a well-cared for and respectful space (through language and behavior) and report any vandalism, theft or inappropriate behavior to the Sponsor.
- uu. Shall be given a copy of the Global Greens Farmer Agreement and understand the program requirements.

Violations to the Farmer Agreement will be documented and reviewed by LSI staff and may result in fines, disciplinary action, and/or termination of Agreement.

7. Community Gardener → BMF Interview Guide

Tell us about your garden plot.

What is your experience with gardening/farming in your home country?

What is your transportation situation?

How much time do you have/are willing to dedicate to farming?

What qualities/skills do you possess that make you a good farmer in the United States?

What do you want to learn more about as a farmer?

What experience do you have selling produce?

What ideas do you have to sell your produce?

How comfortable would you be selling at a farmers' market?

Do you have any questions for us about next year?

8. **BMF → AMF Interview**

What is your general availability? Do you have a job? Family obligations? When are you available?

What forms of communication/technology do you have experience with? Phone? Texting? E-mail? Internet? Any computer skills?

In the future, we expect people to manage this account independently and we would eventually like people to buy their seeds on line. What plans do you have to manage or have support for technology? Family member support?

Transportation: How many times can you come during the week? Are you limited to children only being able to take you on the weekends?

Family involvement: Who helps you and how often? Are those people invested in the long term plan for your farm business?

Farmers' Market: Did you go? Why or why not?

What is the best market venue for you? If you get the AMF plot what is your plan for marketing the produce? If you had all of Valley land (5 acres) what would your plan be?

What have you learned so far about farming as a business? What does it mean to be a small business farmer in the United States? What is the most exciting thing for you about this possibility?

What was the most challenging thing for you last year? What do you think will be the most challenging thing for you this year if you had a bigger plot?

Any other things you want to tell us?

9. End of Year Reflection Questions (BMF)

BMF GLOBAL GREENS Yearly EVALUATION and INTERVIEW

Farmer/LSI EVALUATION

How did your season go this year?

What did you learn this year?

Food Production:

Marketing/Business Practices:

Are you attending Farmer English classes? Why or why not?

What was successful this year?

At the Farm:

At the Market:

What didn't go well this year?

At the Farm:

At the Market:

What will you do differently next year?

At the Farm:

At the Market:

Do you want your plot back next year? If so, do you want the same plot or would you like to change plots?

What resources do you need access to that you don't know how to purchase on your own? Is there anything you haven't learned that you'd like to learn?

How are your relationships with other farmers?

Did you use any sprays/fertilizers that were not given out by the farm manager?

How much money did you make this year? How are you keeping your records? (Income and expenses)

What percentage of household income was farming? (market/income report) BMF

What portion/percentage of your produce did you keep for yourself or give to your community?
Estimated \$ value?

How much food do you think was wasted because you didn't have a market to sell it to?

How well do you feel you managed your plot this year? Time? Money? Family?

In the last year, how have your expectations changed about what it means to be a farmer in the USA?

10. End of Year Reflection Questions (AMF)

AMF Global Greens Yearly Evaluation

What was successful this year? What did you improve upon?

At the Farm:

At the Market:

What didn't go well this year?

At the Farm:

At the Market:

What will you do differently next year?

At the Farm:

At the Market:

How are your relationships with other farmers? Anything we need to follow up with?

Have you reported your income and expenses?

*Gross income,
expenses,
net income*

What Portion of your produce did you keep for yourself or give to your community?

Estimated \$ amount? _____

How have your goals changed in the last year? (SKA and Action Steps)

How have your expectations on what it means to be an American farmer changed? Is farming good for your family- financially, family relationships, time management?

Did you take out a loan/Do you expect to take out a loan? Were you able to make payments? Has it helped or hurt your business? Would you do it again?

What is your transition plan?

As your land gets bigger what are your plans to increase your markets to match your size?

Are you willing to move with your family/self to a small community? How far are you willing to drive to a new piece of land?

Do farmers prefer to live on their land? How important is this?

Is there any preference to rent versus buy?

Are farmers' motives mostly in making a living off of farming or more so re-connecting with the land?

11. Skills and Knowledge Assessment

Category	Goal	Skill or Learning Objective
Life Skills		
	I will have adequate transportation	
		<i>Drivers license</i>
		<i>I can navigate Des Moines and surrounding areas</i>
		<i>I have people who can drive me</i>
		<i>I can use the bus</i>
FARM MANAGEMENT		
	Soil	<i>I know why cover crop is important, I can buy my own cover crop, I can plant my cover crop at appropriate time</i>
		<i>I rotate my crops to avoid disease</i>
		<i>Soil test understanding</i>
		<i>compost and amendment ordering</i>
		<i>I know how to make a bad soil healthy again</i>
	Equipment Operation (implement knowledge and application)	
		<i>I can prepare my fields</i>
		<i>I can weed my plants</i>
		<i>I mow a crop down as soon as it is finished</i>
		<i>I can do yearly maintenance</i>
		<i>I know where to go when it breaks</i>
		<i>Safety</i>
		<i>Implement knowledge and applications</i>
		<i>Where to purchase</i>

	<i>Cost/benefit analysis of new and used and what is necessary for my scale- I know what I need most</i>
Planting	
	<i>I plant crops appropriate to the season- cold season vs. warm season</i>
	<i>Use the Earthway seeder- read the plates, set seed depth</i>
	<i>Proper spacing</i>
	<i>Seed Depth</i>
	<i>Thinning</i>
	<i>Direct Seeded vs. Transplants I know which plants I can direct seed and which are best to plant inside first</i>
	<i>Succession planting intervals- I know when to plant to get a constant harvest</i>
	<i>Trellising and other production materials</i>
	<i>I keep my fields weed free</i>
	<i>I pick up all my trash from my plot</i>
	<i>I have a map and a plan to rotate my crops</i>
Labor Management	
	<i>Legalities- taxes and workers comp, minimum wage</i>
	<i>Good relationships- I know how to be a good boss</i>
Infrastructure Main. And Dev.	
	<i>I know how to build and fix things</i>
Greenhouse	
	<i>Use crop plan to know when to plant- I know when to plant my plant inside, know when to plant outside</i>
	<i>Labeling varieties</i>

	<i>Purchasing organic soil</i>
	<i>Purchase trays</i>
	<i>Proper watering</i>
	<i>Knowing my space limit and planting what I need</i>
	<i>pest and rodent control</i>
	<i>proper climate control- know appropriate temperature</i>
Irrigation and mulch	
	<i>I can set up my drip irrigation</i>
	<i>I fix my leaks</i>
	<i>I use mulch to conserve water</i>
	<i>I only water when necessary</i>
	<i>I water my plants on the soil level</i>
Pest control	
	<i>I can identify 4 pest bugs</i>
	<i>I know how to deal with the pest at my farm</i>
I will have a sustainable farm-environment, economic, social	<i>buffer strips, cover crops, prairie, pollinators, waterways, organic certified?</i>
<u>Harvest/Wash/Pack</u>	
Cold chain storage	
	<i>I know why it is important to get my food cold quickly and to keep it cold</i>
Harvest efficiency and quality	
	<i>I know and have appropriate harvest equipment</i>
	<i>Best times of day to harvest</i>
	<i>I know when to pick the veggies at peak ripeness and when they are too old</i>
Food Safety	
	<i>I know how to handle my vegetables so that my customers won't get sick.</i>

GAP plan (Good Agricultural Practices)	
	<i>Go to GAP training</i>
	<i>Create food safety plan</i>
Storage of vegetables	
	<i>I know which vegetables are able to be stored for longer periods of time and how to store them.</i>
Cooler	
	<i>I can maintain proper temperature in my cooler</i>
Cleanliness	
	<i>I clean up the wash station when I am done using it</i>
Markets and Marketing	
Farmers Market	
	<i>Cash box and appropriate change</i>
	<i>Know what my customers want</i>
	<i>I know how to talk about varieties and how to cook them</i>
	<i>I know what farmers markets are in Des Moines</i>
	<i>I can fill out my own Farmers Market applications</i>
	<i>Liability Insurance</i>
	<i>Appropriate pricing- not too high, not too low</i>
	<i>Catchy Display and presentation</i>
	<i>Set up tents and tables</i>
	<i>I can transport my own veggies to market</i>
IFC	
	<i>I can manage my IFC account by myself</i>
Wholesale/CSA through LSI	
	<i>I can provide the correct quality and quantity of veggies for Food Hub orders</i>

Cell phone	
	<i>I can make calls</i>
	<i>I can use a smart phone - check email, log in to accounts, check weather</i>
	<i>I can text</i>
Marketing	
	<i>I have a farm name</i>
	<i>Create signage</i>
	<i>Telling my story (elevator speech)</i>
	<i>Knowing what is my niche- What makes my business better than others- do I specialize in a specific crop?</i>
	<i>Customer service</i>
	<i>Facebook page</i>
<u>Record Keeping and Finances</u>	
I can keep my records in production and marketing	
	<i>which varieties grew best, sold best</i>
	<i>Variety names and production logs</i>
	<i>I keep my business and personal expenses separate</i>
I will know how to/be able to access and keep loan	
	<i>I will know my credit history (score)</i>
	<i>I am in a financial situation to be able to get a loan</i>
<u>Planning</u>	
Production and Market analysis (overlap with Planning phase)	
	<i>I kept my records in these things</i>

	<i>I can make changes at my farm to get more production and sales</i>
Budgeting	
	<i>I can use previous years' records to create a budget</i>
	<i>I follow my budget</i>
	<i>Cost/benefit analysis- Do I know how to decide if buying something big is good long term for my farm? Do I know how to buy only what I need?</i>
I will place my own Seed order	
	<i>Understanding varieties</i>
	<i>Know how much I need to buy and current seed inventory</i>
	<i>Set up of on-line accounts</i>
	<i>Access account</i>
	<i>Place orders for proper amounts</i>
I will learn how to access my own resources/acquire land	
	<i>I know what I need to buy</i>
	<i>I know where to get it</i>
	<i>cool bot vs. walk ins</i>
	<i>Know what is appropriate for my level of farming (understand Gary's toolkit from Michigan)</i>
	<i>How to look for land to rent/buy</i>

12. Farmer Goal Setting and Action Step Form

Category	Goal	Skill	Action Steps	Did I do this?	Explanation												
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13. Resources for teaching low-literacy and/or non-English speaking farmers

Webinars

1. Developers only: *Principles and definitions of literacy and language levels for adult refugees*
May 2015
Recording: <https://tufts.box.com/s/7qostnax4uj8rsf6ksozvnp2734qlz4l>
2. Developers only: *Theories of adult learning and non-western ways of knowing*
June 2015
Recording: <https://tufts.box.com/s/3satfaz2sxo26nhy6shfm0zys8h3hh2>
3. All partners: Explore and apply criteria for selecting resources for navigating resources
June 5th 2015
Recording: <https://tufts.box.com/s/6xxx37kbi8fvvw3ekpwf87kqwjj4hoj6>
4. Webinar 5: Adapting and Scaffolding
July 7th 2015
Recording: <https://tufts.box.com/s/f9l47raz38iisg5mxd1d949yuaqrvt>

5. Webinar 6: Differentiating instruction for learners at different language/ literacy levels
August 6th 2015
Recording: <https://tufts.box.com/s/z7lnek9rklzwi62l6bj6ca0oxao3k1y7>
6. Webinar 7: Assessment of Learning
September 1st 2015
Recording: <https://tufts.box.com/s/kupl8rr2mvn0ebvl5t6u5dutcp663h8h>
7. Webinar 8: Development components overview and intro to new resources.
December 17th 2015
Recording: <https://tufts.webex.com/tufts/ldr.php?RCID=39115f544b91db4b3c00ef632d3fa9de>

Readings:

Readings read and discussed in conference calls:

1. *Excerpt from: C. Brekke -- ESL IEL Tutor Curriculum Guide for Adult ESL Preliterate Learners-- Spring 2009*
2. *"Theories of Adult Learning Overview" Sharan B. Merriam and "Non-Western Ways of knowing" Merriam et al.*
3. *"Understanding by Design: Why backwards is best" Grant Wiggins and Jay McTeigh*

Readings circulated with guidance for independent reading:

- *Making Refuge: Somali Bantu Refugees and Lewiston, Maine (2016) Catherine Besteman*
- *Promoting Hmong Refugees' Well-Being Through Mutual Learning: Valuing Knowledge, Culture, and Experience (2006) Jessica R. Goodkind*
- *Understanding translanguaging in refugee resettlement programming (2015)*
- *Language power and identity in the workplace: Enforcement of English only rules in the workplace (2010 Janet Ainsworth*
- *Language Justice Toolkit the Highlander Center*
- *Learning and refugees: Recognizing the Darker Side of Transformational Learning (2012) Linda Morrice*
- *Learning and knowing: Non-Western Perspectives from "Learning in Adulthood: Merriam et al.*
- *Exploring the needs and challenges of adults from war torn backgrounds (n.d.) Karen Magro*
- *Informal Adult Learning and Emotion Work of Service Providers for Refugee Claimants (2015) Susan M. Brigham, Catherine Baillie Abidi, Evangelia Tastsoglou, Elizabeth Lange*
- *Misplaced / displaced: Defining the refugee category (2015) Renee Martin-Willett*
- *Multiple literacies and identities: The experiences of two women refugees (2004) Doris Warriner*

14. Farmer English Resources

Farmer English Objectives

Vocab:

Goals:

- 1) *Farmers should know the names of the vegetables they are growing*
- 2) *Basic words describing how their vegetables taste and basic cooking vocabulary.*
- 3) *Knowing seasons and months with the future goal being an understanding of when certain crops will be available.*

Market Conversations/Phrases:

Goals:

- 1) *Each farmer should be able to greet their customers and carry a basic conversation with customers, including a “closing”. This includes body language*
- 2) *Farmers should be able to explain how to cook their vegetables and give a recipe to their customers.*
- 3) *Farmers should be able to tell customers when certain crops will be available and be able to explain where they farm and tell a little bit of their story.*

Money:

Goals:








- 1) *Each farmer should be able to make change.*
- 2) *Each farmer should have the ability to write their own prices and tell customers how much their produce costs.*


15. Global Greens Crop Bidding Sheet

Vegetable	Variety	How many days from June through October do you want to sell this crop to the CSA ?			How much Quantity do you want to sell to the CSA?		Is this Crop your 1st Choice or 2nd Choice?	Unit	2017 Price	Total Money you will make from this crop (Days x Quantity x Price)
Arugula		1	2	3	20	40	1st 2nd	1/2 pound bag	\$	\$ _____
Basil		1	2	3	20	40	1st 2nd	bunch	\$	\$ _____
Beans	Dry	1	2	3	20	40	1st 2nd	pound	\$	\$ _____
Beans	Fresh	1	2	3	20	40	1st 2nd	pound	\$	\$ _____
Beans	Green	3	5		20	40	1st 2nd	pound	\$	\$ _____
Beans	Long	1	2	3	20	40	1st 2nd	pound	\$	\$ _____
Beets		1	2	4	20	40	1st 2nd	1 pound bunch	\$	\$ _____
Broccoli		1	2	4	20	40	1st 2nd	pound	\$	\$ _____
Brussels Sprouts		1	2		20	40	1st 2nd	pound	\$	\$ _____
Cabbage	Red/Green	1	2	4	20	40	1st 2nd	head	\$	\$ _____
Cabbage	Napa	1	2	3	20	40	1st 2nd	head	\$	\$ _____
Carrot	Orange	1	3	5	20	40	1st 2nd	1 pound bunch	\$	\$ _____
Carrot	Mix of colors	1	2	3	20	40	1st 2nd	1 pound bunch	\$	\$ _____






16. Tax Preparation Form

	<h3>Income</h3>	<h3>Money earned during 2016</h3>
	<p>Sales at LSI Global Greens Farmers' Market</p>	<p>\$</p>
	<p>Sales at other markets – Valley Church, Downtown, Multicultural Market</p>	<p>\$</p>
	<p>Sales at Iowa Food Coop</p>	<p>\$</p>
	<p>Sales to neighbors, home sales</p>	<p>\$</p>
	<p>Sales to food boxes, restaurants, wholesale</p>	<p>\$</p>
<p>\$\$</p>	<p>Other sales</p>	<p>\$</p>

	Expenses	Money spent during 2016
	Organic sprays	\$
	Fertilizers and compost	\$
	Labor hired	\$
	Equipment/machinery rental	\$
	Seeds and transplants	\$
	Market supplies – tent, tables, bags, containers, rubber bands	\$

	Expenses	Money spent during 2016
	Production supplies - trellis materials, tomato cages, straw, hoses, irrigation supplies, weed fabric, row cover	\$
	Seed starting supplies - soil, cells, pots	\$
\$\$	Other supplies	\$
	Program Fee	\$
	Iowa Food Coop fees	\$
	Farmers' market fees	\$
	Tools and gloves	\$
	PFI conference, other conferences	\$

\$\$	Other expenses	\$
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	Vehicle Information	Fill this out for each car you use for your farm business
	Description of vehicle	
	Total miles driven for farm business in 2016	
	Total miles driven to and from work in 2016	
	Total other miles driven in 2016	

17. SIP Business Planning Tool

Practical Farmers of Iowa - Savings Incentive Program Lutheran Services in Iowa Farmers revised March 2015

--- Business Plan Checklist ---

These ten sections (or their equivalent) are the required business plan components for the Savings Incentive Program; they need to be completed in order to graduate and receive your match. These sections come from the SARE book “Building a Sustainable Business” from MISA that we sent you. [There is also an online version \[link here\] with fill-in and downloadable worksheets](#). You can use other business planning resources, in fact, please ask us to help you find other resources! SIP staff members are here to support YOUR efforts in this process, providing you with accountability and connecting you with business plan experts in your enterprise and area.

Group A: ONLY NEED 2-5 SENTENCES PER SECTION.

1. **Cover Page**

- Includes the name of your farm, your name, address, phone number (or other contact information) and the date the plan was completed (or revised). It can also include your logo or other graphics.

2. **Advisory Team**

- Experts and supporters to consult with as you develop your plan and manage your business. *Experienced farmers, lenders, business people, accountants, lawyers, etc.* Explain what each brings to your team.

3. **Farm Background**

- History (worksheet 2.1)
- Current Situation (SWOT analysis worksheet 2.18)

4. **Mission**

- Why does your farm exist? (worksheet 3.2)

5. **Vision**

- What is your vision for your future? (worksheet 3.1)

6. **Goals** (Worksheet 3.4)

- What are your one-year goals?
- What are your two-year goals?
- What are your five-year goals?

Group B: ONLY NEED TO HAVE 2-5 SENTENCES PER QUESTION.

7. **Markets**

- What are your products? What distinguishes your products? (worksheet 4.3)

- Who are your customers? (worksheet 4.1)
- Who are your competitors? (worksheet 4.4)
- How do you price your products? (worksheet 4.6)
- How do you promote your products? (worksheet 4.7)

8. Operations

- What physical resources do you *have*? (worksheet 2.3)
- What physical resources do you *need*? (worksheet 4.14)
- Who is involved in our business and what roles do they play? (worksheet 2.8)
- What are your production systems? (worksheet 4.10)

Group C:

9. Finances

- Projected income statement: START WITH "I WANT TO NET \$XXXX IN ONE SEASON. THIS IS MY EXPENSES AND INCOME TO GET THERE." INCLUDE VARIABLE AND FIXED EXPENSES.
- Operating expenses (worksheet 4.30) NOT REQUIRED – WILL BE EVIDENT IN PROJECTED INCOME STATEMENT
- Balance sheet (worksheet 4.35) NOT REQUIRED – LSI FARMERS DO NOT HAVE MANY ASSETS OR LIABILITIES
- Transitional Cash flow: three years (4.37) – ONLY ONE SEASONAL CASH FLOW REQUIRED. THIS IS THE SAME AS A BANK STATEMENT IF THERE IS A SEPARATE BANK ACCOUNT FOR FARM BUSINESS, NOT PERSONAL ACCOUNT
- Enterprise budget(s). Any source is fine. Many SIP use [ISU's Ag Decision Maker](#) – NOT REQUIRED SINCE MAIN ENTERPRISE IS ALL PRODUCE.

10. Executive Summary

- Concise overview of your entire plan (worksheet 4.40). *This is usually done last, but is the first section in the plan.*