

Proposal to the USDA Farmers' Market Promotion Program

Written by Allison Goin

7. **Executive Summary** (200 words or fewer):

The *Share in Success* project will address a growing need in the farming community for education and support for CSA farmers to operate successful businesses. While the CSA model is often attractive to new farmers, running a CSA is a complex operation that requires advanced skills and an intensive workload, often resulting in low net incomes. In order to allow new CSA farmers to establish strong businesses from the start, the *Share in Success* project will start three new farms in a unique incubator program. Through a combination of intensive mentorship, on-farm workshops open to other CSA farmers, and support from a production-oriented vegetable farm, these incubator farmers will be prepared to make informed decisions about whether to start a CSA farm, and if so, to begin building a successful CSA business without the pressures facing other new farmers. Lessons learned from this project will be used to create a replicable model for similar programs and will be shared with the broader farming community. This project will also promote increased access to CSA shares in food deserts and low-income populations by seeking new partnerships with agencies serving these communities.

8. **Goals of the Project:**

The ultimate goal of the *Share in Success* project is to increase the stability and financial viability of CSA farms, and improve access to CSAs in food deserts and low-income populations. We will achieve this goal by providing incubator opportunities to help new farmers get a successful start, and on-farm education to ensure CSA farmers have the skills and support they need to run a sustainable business.

9. **Background Statement:**

In the past two decades, the CSA (community supported agriculture) movement has continued to gain momentum in Minnesota, with more than 360 CSA farms counted in 2007, accounting for total farm revenue of \$10.5 million and 21,000 shares (1). Starting a CSA farm is often attractive to new farmers because the model provides interest-free capital at the start of the growing season in the form of member payments, and has gained in popularity in the Twin Cities and surrounding areas, where educated consumers are seeking high-quality food and ways to support local agriculture. As the popularity of CSA farms has grown, a need has emerged for more education and support for farmers to be successful using the model. In a recent unpublished survey by the Land Stewardship Project in Minnesota of CSA farmers, more training for both new and continuing farmers was a commonly-cited request. CSA farming has been called “graduate level” farming by educators in the field due to the high level of skill it requires, but there is not an established, corresponding “undergraduate” program to prepare CSA farmers for this challenge.

Most CSA farmers in the Midwest *are* college graduates, however, as a survey by the Leopold Center for Sustainable Agriculture of 144 CSA farmers in the Midwest documented (2). Despite this fact, the researchers calculated the average annual family income for the CSA farmers surveyed to be only \$23,500, which was just 53 percent of the average of median household incomes in the nine states surveyed. These low incomes may suggest that many CSA farmers are lacking the type of business plan needed for long-term success. Combined with the high labor requirements of the model and the start-up costs incurred by any farming operation, there are a number of pressures which could lead CSA farmers to choose not to continue their operations. While there are few statistics available for turnover

rate of CSA farms, anecdotal evidence in the local farming community suggests that stability is an issue for new CSA farmers.

One proven method for getting new farmers on the land and establishing strong CSA businesses from the outset is the incubator model, where new farmers start out farming on land rented from a larger farm or an educational institution. No uniform model exists for such programs, but incubator farms have emerged across the country and are growing in popularity. In Minnesota, a handful of such programs have been established in the past decade targeting urban farmers, women, and immigrant farmers. The Organic Field School (OFS) at Gardens of Eagan is the only organization in the state to offer an incubator farm that is open to any farmers ready to start their own farm, with ample land (up to three acres) for them to establish a solid foundation for their own CSA business. Located on a large-scale, production-oriented, Certified Organic farm (Gardens of Eagan) that has been in operation over 30 years, the OFS incubator provides new farmers a unique opportunity to learn from experts who have experienced financial success and long-term stability in local markets. The Gardens of Eagan farm has already been home to two successful CSA incubator farms, one of which went on to become an independent CSA business, and another which is currently in its second year incubating and running a 60-member CSA.

The *Share in Success: Support and Education for CSA Farmers* project proposed by OFS in this application will expand the capacity of the incubator from one to three incubator farms at a time, and enhance the program by creating a formal curriculum for training that includes regular one-to-one meetings with a mentor who can address practical questions as they arise, and on-going coaching and guidance from the experienced farmers on the Gardens of Eagan staff. The curriculum will be shared with other CSA farmers in the community through three on-farm workshops each year offered at an accessible rate (\$25/session) and free multi-media webinars with the content from the workshops. Additionally, the *Share in Success* project will support outreach efforts to agencies serving low-income populations to establish new partnerships for distribution of CSA shares. All of the results of the 2-year project will be shared with the broader farming community through the creation of a replicable model for incubator programs.

Incubator farmers participating in the Organic Field School's *Share in Success* project will benefit not only from the targeted support and education outlined in the workplan below, but also from the established reputations and infrastructure offered by the organizations collaborating to create the project. OFS is a 501(c)(3) nonprofit established in 2008 to provide organic, ecologically-based, practical education and research to farmers and to teach the public about the benefits and values of ecological and organic farming systems. Its location on a 100-acre production-oriented vegetable farm provides an unparalleled classroom for its educational activities. Gardens of Eagan's reputation was established by Martin and Atina Diffley, who owned and operated the farm for over 30 years before selling the business to the Wedge Community Co-op in 2008. As owner of the farm business, the Wedge leased the Diffley's farm for four years until it purchased a new 100-acre plot of land nearby, to which all farming operations will be moved in 2013. The new land has more tillable acres, thus providing the capacity for the expansion of the incubator program. Gardens of Eagan has begun the process of transitioning the new land to organic, with certification expected in August of 2014.

What incubating through the Organic Field School's program at Gardens of Eagan (GOE) means for new farmers is access to the land and resources they need to get started at a greatly reduced rate, made possible by subsidies provided by OFS with support from FMPP. It also means that in their first years they will not need to grow all of the crops needed for CSA shares, as GOE can supplement their yield with key crops such as broccoli, kale, sweet corn and watermelon. Incubator farmers rent up to three

acres of land, access to greenhouse, packing and storage facilities, and all the equipment and supplies they need, so they do not have to take on a large amount of debt to start their business. They have the opportunity to start small with a manageable number of shares, and learn through experience without taking serious financial risks.

The *Share in Success* project will also be supported by a strong partnership with Midwest Organic and Sustainable Education Service (MOSES), which is currently partnering with OFS on the Young Organic Stewards project, which received support from the USDA Beginning Farmers and Ranchers program. This project has as its primary goals to educate young people interested in organic farming methods, and to help them establish strong social connections with their peers to form a network of support. MOSES is best known for organizing the largest organic farming conference in the country, the Organic Farming Conference, which attracted over 2,600 farmers, advocates, educators, and community members in 2012. Both the Young Organic Stewards project and the Organic Farming Conference will be excellent outreach and recruitment venues for the *Share in Success* project, ensuring new candidates for the incubator farms are found and other CSA farmers are aware of the on-farm workshops offered in conjunction with this project.

References:

1. Robbins, Zack. 2007. An Analysis of Minnesota CSAs. Unpublished Minnesota 2020 internal analysis.
2. Duffy, Michael and Tegtmeier, Erin. 2005. Community Supported Agriculture (CSA) in the Midwest United States: A Regional Characterization. Leopold Center for Sustainable Agriculture, Iowa State University.

10. Workplan and Resource Requirements:

Objectives for the *Share in Success* project:

- A. Expand current incubator program capacity from one farm to three, and recruit and start 3 new CSA incubator farms
- B. Offer educational workshops on CSAs to incubator participants and other CSA farmers in the community
- C. Establish new distribution channels for incubator CSA shares to reach local food deserts and low-income populations
- D. Develop a replicable model for CSA incubator program based on experiential results and share with broader farming community

Timeline	Benchmarks	Roles/Resources
<p>Year 1 1st Quarter (Oct. - Dec. 2012)</p>	<p>Recruit participants for 1 new CSA incubator farm</p> <p>Research partnership opportunities for CSA share distribution in food deserts/low-income pop.</p> <p>Prepare curriculum for workshops</p> <p>Create and implement monitoring systems for program results and financial reporting to FMPP</p>	<ul style="list-style-type: none"> • OFS Program Director/Project Leader (PL) develops marketing materials for project, begins researching and contacting potential partners for share distribution • MOSES distributes info about incubator opportunity and workshops through Young Organic Stewards mailing list, social media • PL processes applications, Gardens of Eagan (GOE) farm staff interviews and select candidates for incubator • Consultant develops curriculum for CSA workshops with input from GOE staff, former

		<p>incubator farmers</p> <ul style="list-style-type: none"> • PL creates system for reporting
<p>2nd Quarter (Jan. - Mar. 2013)</p>	<p>Publicize upcoming CSA workshops at the annual Organic Farming Conference (Feb.)</p> <p>Offer 1 on-farm CSA workshop for new incubators and other farmers</p> <p>Share workshop material via webinar/video conference/on-line tutorial</p> <p>Incubator farmers complete training and orientation</p> <p>Incubator farmers meet with mentor/consultant to complete crop and field planning</p> <p>Solidify 1 new partnership for CSA share distribution</p>	<ul style="list-style-type: none"> • MOSES provides marketing opportunities at conference. PL attends conference to publicize project • Consultant and GOE staff collaborate to provide first on-farm workshop. GOE greenhouse space used for classroom location • PL and consultant transfer workshop material to electronic format that can be shared on-line • PL, GOE staff and former incubator farmers coordinate training and orientation for new incubators • Consultant assists incub. with crop and field planning for the season in 1:1 meeting, with input from GOE staff about land • Incubators begin using GOE land, greenhouses and equipment to prepare for growing season • PL meets with partner site and firms up plans for share distribution
<p>3rd Quarter (Apr. – June 2013)</p>	<p>Incubator farmers begin weekly meetings with mentor/consultant</p> <p>Offer 1 on-farm CSA workshop for new incub. and other farmers</p> <p>Share workshop material via webinar/video conference/on-line tutorial</p> <p>Incubator farmers begin planting</p> <p>First CSA shares distributed</p> <p>Submit 6 month performance report to FMPP</p>	<ul style="list-style-type: none"> • Consultant meets weekly with incubator farmers using a combination of field visits, video calls and screen shares • Consultant, GOE staff collaborate to provide workshop • PL creates and administers webinar • GOE provides land, greenhouse, equipment for planting, harvesting • PL assists with coordination of share distribution to new partner • PL completes FMPP progress/financial reports with input from participants, GOE staff
<p>4th Quarter (July – Sept. 2013)</p>	<p>Incub. farmers continue to meet weekly with mentor/consultant</p> <p>Offer 1 on-farm CSA workshop for incub. and other farmers</p> <p>Share workshop material via webinar/video conference</p>	<ul style="list-style-type: none"> • Consultant meets weekly with incubator farmers using a combination of field visits, video calls and screen shares • Consultant, GOE staff collaborate to provide workshop • PL creates and administers webinar • GOE provides land, greenhouse, equipment for harvest, distribution

	Harvest, CSA share distribution continues	<ul style="list-style-type: none"> • PL assists with coordination of share distribution to new partner
Year 2 1 st Quarter (Oct. 2 – Dec. 2013)	<p>Recruit participants for 2 additional CSA incubators</p> <p>Incub. from yr 1 review results of first season with consultant, make projections/ plans for second year</p> <p>Contact additional partner sites for share distrib. in food deserts/low-income pop.</p> <p>Revise curriculum for workshops</p> <p>Submit 1 yr performance report</p>	<ul style="list-style-type: none"> • PL updates marketing materials for incubator opportunity project • MOSES distributes info about incubator opportunity and workshops through Young Organic Stewards mailing list, social media • Consultant meets with incub. either on-site or via video call to assist with review/planning • PL, GOE staff and continuing incub. farmers select candidates for new incubators • PL contacts potential partners for share distribution • Consultant revises curriculum based on yr 1 results and feedback from GOE staff, incubator farmers, other participants • PL completes FMPP report with input from farmers, GOE staff
2 nd Quarter (Jan. – Mar. 2014)	<p>Provide workshop about CSA start-up at Organic Farming Conference (Feb.) and present on first year of project</p> <p>Offer 1 on-farm CSA workshop for incub. and other farmers</p> <p>Share workshop material via webinar/video conference</p> <p>Training and orientation for new incubators</p> <p>Incubator farmers meet with mentor/consultant to complete crop and field planning</p> <p>Solidify 3 additional partnerships for CSA share distribution</p>	<ul style="list-style-type: none"> • MOSES provides workshop/presentation opportunities at conference • Consultant provides training workshop at conference • PL presents results of yr 1 of project, publicize on-going workshops • Consultant and GOE staff collaborate to provide on-farm workshop • PL creates and administers webinar • PL, GOE staff and continuing incub. farmers coordinate training and orientation for new incubators • Consultant assists incub. with crop and field planning for the season in 1:1 meeting, with input from GOE staff about land • PL meets with partner site and firms up plans for share distribution
3 rd Quarter (Apr. – June 2014)	<p>Weekly meetings with mentor/consultant begin for new incub./bi-weekly for continuing incub.</p> <p>Continuing incub. from yr 1 meet monthly with mentor</p> <p>Offer 1 on-farm CSA workshop</p>	<ul style="list-style-type: none"> • Consultant meets with new incub. farmers using a combination of field visits, video calls and screen shares • Consultant, GOE staff, former incub. collaborate to provide workshop • PL creates and administers webinar • GOE provides land, greenhouse, equipment for planting, harvesting • OFS project mgr assists with coordination of

	<p>for incub. and other farmers</p> <p>Share workshop material via webinar/video conference</p> <p>Incubator farmers begin planting</p> <p>First CSA shares distributed</p> <p>Develop written model for CSA incubator, start-up, marketing with best practices from project</p> <p>Submit 6 month performance report</p>	<p>share distribution to new partner sties</p> <ul style="list-style-type: none"> • PL writes model for successful CSA based on results from first 18 months of project • PL completes FMPP progress/financial reports with input from participants, GOE staff
<p>4th Quarter (July – Sept. 2014)</p>	<p>Offer 1 on-farm CSA workshop for incub. and other farmers</p> <p>Share workshop material via webinar/video conference</p> <p>Incub. farmers meet with mentor to review results from the year, plan for next year</p> <p>First certified organic shares harvested in August</p> <p>Replicable model for successful CSA farm shared with broader community</p> <p>Prepare final report to FMPP</p>	<ul style="list-style-type: none"> • Consultant, GOE staff, former incub. collaborate to provide workshop • PL creates and administers webinar • Consultant meets with incub. either on-site or via video call • GOE provides land, greenhouse, equipment for harvest, distribution • PL distributes model to partner agencies, seeks opportunities to present at conferences, workshops, etc. • PL completes FMPP progress/financial reports with input from participants, GOE staff

11. Expected Outcomes and Project Evaluation:

Goals:

- 1) New CSA farms are more financially viable and stay in operation longer
- 2) Increased access to CSA shares by low-income and underserved individuals

Logic model for *Share in Success* project:

Activities	Outputs	Outcomes	Evaluation Methods
A.1. Start 3 new CSA incubator farms	20 total applicants	100% of incubator farmers can make an educated choice about whether to start their own CSA farm	Interviews with incubator farmers at the end of each year, including interviews with incub. graduates who have started their own farms for the

<p>A.2. Provide on-going support and mentorship to incubator farmers</p>	<p>6 new incubator farmers approved 9 total acres used by incubators</p> <p>120 indiv. meetings btwn incub. farmers & mentor/consultant</p> <p>2 new, independent CSA farms started</p> <p>15 new jobs created, in incubator and on independent farms</p>	<p>66% of incubator farmers start their own CSA farm</p> <p>75% of new CSA farmers feel they were well-prepared by the incubator experience</p> <p>80% of former incub. are able to make a living on their farm</p> <p>80% of former incubator farmers report higher than average incomes from their CSA farms</p>	<p>first 2 years of operation</p> <p>Surveys completed by incubators after training</p> <p>Rate at which new CSA farmers who were incubated need off-farm jobs</p> <p>Comparing annual income of former incubator farmers to regional averages for CSA farmers, after 1, 3 and 5 years on their own</p>
<p>B.1. Offer 6 on-farm workshops on CSA start-up and successful operation to incubator and other farmers</p> <p>B.2. Share material from on-farm workshops in webinars/video conference/on-line tutorials</p>	<p>6 on-farm workshops offered</p> <p>6 webinars created</p> <p>240 total attendees at workshops</p> <p>120 unduplicated attendees at workshops</p> <p>250 total users of webinars</p> <p>100 unduplicated users of webinars</p>	<p>100% of farmers considering starting a CSA feel better able to make an educated choice</p> <p>80% of new CSA farmers feel more prepared to deal with challenges</p> <p>50% of attendees return for another workshop or webinar</p> <p>60% of returning attendees report increased interaction with their peers since the first workshop</p>	<p>Surveys provided to participants in workshops</p> <p>Follow-up surveys and interviews with participants who attend more than one workshop</p> <p>In-person feedback from participants</p> <p>Attendance records showing returning attendees</p>

<p>C.1. Establish 4 new partnerships for CSA share distribution in food deserts and low-income populations</p>	<p>8 potential sites contacted 6 meetings to discuss partnerships 2 new distribution sites started in food deserts 2 new partners that will distribute CSA shares to low-income indiv. 80 indiv. receive food from CSA shares through partnerships</p>	<p>100% of incubator CSAs have access to a market for memberships that they would not have found on their own 100% new partners are participating in a CSA for the first time 80% of individuals reached through partnership report eating more produce</p>	<p>Feedback from partner sites Surveys provided to people served by partner agencies Interviews with staff, people served at partner agencies</p>
<p>D.1. Create a replicable model for CSA incubator program D.2. Share model with broader farming community</p>	<p>1 written model for CSA incubator program with best practices and resources 3 workshops/conferences at which model is presented 10 partner agencies receive the model</p>	<p>70% of attendees at presentations of results learn something useful about CSA incubators 50% of partner agencies receiving the model find it helpful in starting their own program 50% of individuals learning about the model plan to share it with a colleague</p>	<p>Surveys completed by attendees at presentations Feedback from partners who receive the model</p>

Baseline/Starting Conditions: Starting a CSA farm is a complex operation that takes advanced skills in planning, financial management, marketing, and farming diverse crops. The labor requirements are high, and in order to have enough start-up capital new farms often need to sell more shares than they are prepared to handle. Also, the diversity of crops needed to produce a competitive share makes starting a CSA difficult. Incubator farms allow new farmers the opportunity to grow their CSA operation slowly by greatly reducing the up-front costs of purchasing land and equipment. Chances of success increase because they do not need to take on more shares than they can handle, thus reducing the risk of quick burnout due to overwork. Because they're connected to an existing farm that reliably grows key crops (such as sweet corn, broccoli and watermelon), the incubators are not required to produce all of the crops needed to provide a diverse CSA share, further decreasing the start-up pressures. They are able to build customer loyalty over time as they acquire skills, resources and experience. Additionally, by providing CSA-focused workshops and trainings to incubators, the *Share in Success* project accelerates the learning process for incubator farmers.

There is not currently another incubator program in the region that provides beginning farmers with ample land, equipment and training to successfully launch their own CSA business. This program is also the only one of its kind to be open to all farmers, rather than focused on a particular population,

such as immigrants. Two successful CSAs have already been started in partnership with the Gardens of Eagan farm.

12. **Beneficiaries:**

The most direct beneficiaries of the *Share in Success* program will be the farmers of the three new incubator farms supported by this project. They will receive extensive support, mentorship, coaching and resources to prepare for running their own CSA businesses. Farmers who attend at the 6 on-farm workshops or access the webinars will also directly benefit from this project through education and increased connections with their peers. Low-income consumers who receive CSA produce through the new partnerships established through this project will benefit from having access to fresh, local and organic produce, and employees at the partnership sites may also benefit by the exposure and easy access to purchase shares as well. Other incubator programs and CSA educational programs will benefit from the model we create from the lessons learned during this project, and if they use the model to modify or create programs that educate farmers, those farmers will also be beneficiaries of this project. Stable, financially viable CSA farms will support consumers throughout the community by ensuring on-going access to high-quality product. These farmers will also support their peers in CSA movement and all direct-market farmers by establishing a strong reputation and community support for this model of farming.

13. **Evaluation Criteria Statements:**

- 1) **Direct Benefit to Farmers/Producers:** This project is designed to support farmers interested and participating in the CSA model of farming. It was designed with direct input from current CSA farmers, including former incubators. As described in section 12 above, the ripple effect of this project has the potential to be very wide in the farming community, and there will also be direct and measurable benefit to the farmers participating in the activities planned. Three new incubator farms will likely mean a minimum of six individual farmers. We estimate 120 individual farmers will attend one of our on-farm workshops, and another 100 individual farmers will access one of our webinars. If two of the three incubator farms go on to start their own CSA business, and these businesses are stable and successful because of their preparation and planning, additional farmers will likely be employed on those farms. If farmers who attend the workshops gain financial planning, management, and marketing skills that increase the success of their CSA, their incomes will increase and so will the likelihood that they continue farming. The project model will be shared with organizations that support farmers throughout the country, and presented at the Organic Farming Conference, which had over 2,000 attendees this year. Strengthening CSA farmers will help the reputation of the entire CSA movement, as the viability of the model is currently under scrutiny. Stable, successful farmers will lead to a stable, supportive base for the continued growth of the CSA market, which helps all CSA farmers.
- 2) **Quantitative Evaluation and Measurement of Project's Long Term Impact:** The logic model above demonstrates how we will measure the impact of this project. One unique characteristic of this project is the component of creating a replicable model for use by other groups looking to establish a CSA incubator program. Since all of the results and lessons learned throughout this project will be viewed as important information for the audience of the model, we will be closely monitoring and recording the process as we go along. Additionally, we will maintain contact past the end of the two year grant period with the incubator farmers to discover the long-term impact of the incubator, and will also share these results.
- 3) **Reasonableness of Budget:** OFS is an emerging nonprofit that is in growth phase. With only one staff person and no office space to maintain we have very little overhead expense and are therefore able to devote almost all of our resources to project activities. Almost all of the infrastructure needs

required by this project will be provided by our partners (Gardens of Eagan, MOSES) so the actual outlay other than personnel time is very low as well. The budget narrative in the attached Supplemental Budget Summary Form explains each line item in more detail.

- 4) **Capacity, Collaboration, and Partnership Participation:** While OFS itself is a relatively new and small nonprofit, our connections in the community are very strong and greatly augment our capacity to carry out the activities outlined in this proposal. Farmers were directly involved in the design of this project, and aside from the tasks assigned to the Project Leader for research, evaluation, coordination and management, all other activities will be carried out by farmers for the benefit of other farmers. The most valuable asset they provide is experience on their own farms and with running CSAs, and their knowledge of the trends in CSA farming over the past couple of decades and the experiences of their peers. Gardens of Eagan's resources were outlined in the background statement (number 9 above), and include the land, equipment, tools and supplies needed for incubator farms, as well as the experience and reputation of a successful production-oriented vegetable farm. Qualifications of key personnel are summarized in an attached document, and show the balance between the financial and other management skills needed to successfully administer a federal grant (Project Leader) and the content expertise needed to carry out the other project activities (contracted personnel). Attached letters of support from Gardens of Eagan and MOSES further demonstrate the assets that were leveraged in the development of this project and will be available to implement the planned activities.
- 5) **Need for the Project:** Recent surveys administered by the Land Stewardship Project in Minnesota, the Leopold Center for Sustainable Agriculture in Iowa, and feedback provided to MOSES after the annual Organic Farming Conference have all confirmed the need for more CSA-focused educational opportunities. Anecdotal evidence in the form of peer experiences and shared information at workshops and consulting sessions has also supported the current understanding that CSA farming is "graduate level" farming that requires a high level of skill to succeed. Barriers such as high start-up costs, diversity of crops required, and labor-intensive management contribute to making starting a CSA a difficult operation. In order to ensure the success of individual CSA farmers and the CSA movement as a whole, farmers need to be well-prepared in order to create stable, financially viable businesses. The incubator model is the best way to give new CSA farmers a fair start. On-farm workshops expand the reach of the project to benefit non-incubator farmers as well.
- 6) **Sustainability:** The costs to carry out the activities in this project are relatively low given the potential for positive impact. Due to the fact that OFS is in a growth phase, more funding is needed up front to provide the staff-intensive components of the project, such as curriculum development and creation of a replicable model. Once the model and curriculum are in place, the project will require less staff time. Workshops will become more well-known and will attract more attendees. Enrollment fees could be raised or offered on sliding-fee scale to secure additional program revenue. The anticipated positive results from the first two years will also generate additional support and revenue from grants and individuals interested in supporting the program. Finally, the incubator model itself is sustainably designed, as the incubator farmers transition incrementally to paying full price for the costs of their land and equipment rentals. These farmers eventually are able to buy their own farms and continue running their CSAs as fully self-supporting, independent businesses.
- 7) **Addresses the FY-2012 FMPP Priorities:** While the incubator project itself is not located within a food desert or low-income community, part of the project design is to establish new partnerships with other nonprofits that are serving these populations to distribute CSA shares and increase access to fresh produce. We intend to target organizations already working to encourage healthy eating habits and that offer nutrition education and cooking classes to underserved populations, such as those with a physical disability or mental illness. Additionally, given the current information about

the annual incomes of CSA farmers referenced in the background statement (number 9) above, many of these farmers would themselves qualify as low-income and therefore be a priority audience for FMPP. The goal of this project to increase the financial viability of CSA farms will work to address this issue.

14. Existing and Pending Support:

OFS is an emerging nonprofit and recently hired its first staff person, Program Director Allison Goin, who will serve as the Project Leader for *Share in Success*. Operations for OFS in the first three years were handled entirely by a volunteer board of directors and generous donations of staff time by the Gardens of Eagan farmers. The Wedge Community Co-op has also provided in-kind support in the form of services and resources during the start-up period. Discounts on hourly rates were provided by both contracted personnel on this project, and MOSES will be assisting with marketing and recruitment at no cost. Earned income is projected at \$3,000 per year for each of the two years of the grant, an estimate based on \$25 enrollment fees for all six on-farm workshops and attendance of 40 farmers at each. A primary goal for OFS Program Director Allison Goin for the immediate future is to build the capacity of OFS to carry out its mission, by securing new funding sources, in-kind donations, partnerships, volunteers and interns. Allison's training and experience have primarily been in development activities of this sort for a variety of nonprofit organizations over the past decade.