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Vermont Agency of Agriculture, Food & Markets • Vermont Agricultural Credit Corporation • Vermont Farm to Plate
Welcome to the 2017 National Farm Viability Conference!

We are so glad you’re here to meet new colleagues from across the country and learn from each other, as well as visit farm and food producers here in New York and sample their delicious products. With over 40 workshops to choose from, we hope you’ll leave this conference with new skills, a broader network of colleagues, and a passion for farm viability growth in your region.

The conference host committee extends particular thanks to our sponsors and the advisory team. We couldn’t do it without our many partners, all of whom understand the importance of business assistance in improving the sustainability of our agricultural sector.

Also, many thanks to all of you for being here!

The Conference Host Committee:
Todd Erling & Mary Ann Johnson, Hudson Valley Agribusiness Development Corporation • Ela Chapin & Liz Gleason, Vermont Farm & Forest Viability Program • Chris Wayne, GrowNYC
• Anthony Chang, Kitchen Table Advisors • Jerry Cosgrove, American Farmland Trust • Anu Rangarajan, Cornell Small Farms Program

Conference Planning Advisory team:
Gray Harris, Coastal Enterprises Inc. • Ann Karlen, Fair Food Philly • Sarah Andrysiak, Fair Food Fund Network • Jim Barham, USDA Rural Development • David Weinand, Minnesota Viability Program • Melissa Adams, Massachusetts Viability Program • John Fisk, Wallace Center at Winrock International • Christine James, John Merck Fund • Cris Coffin, Land For Good • Beth Forster, Blue Apron • Michelle Hughes, National Young Farmers Coalition • Dorothy Suput, The Carrot Project • Reggie Knox, California FarmLink • Gary Matteson, Farm Credit Council • Mark Canella, University of Vermont Extension • Julie Suarez, Cornell University • Kim Vallejo, New York State Department of Agriculture & Markets • David Grusenmeyer, New York Farm Viability Institute • Ann Adams, Holistic Management International

Rise and Root Field Day
Participants in FARMroots Beginning Farmer Training Program attend a field day at Rise & Root Farm in Chester, NY. Photo: Christopher Wayne
Plenary Sessions

**Welcoming Remarks - Monday 1:00 pm**
New York Agricultural Commissioner Richard A. Ball will welcome conference attendees, and discuss the importance of farm viability to the state. Opening remarks from conferences hosts at HVADC and Cornell University will give attendees a lay of the land and point out ways that business assistance plays a role in meeting regional demand for quality food products, economic development and community resilience.

*Todd Erling, Hudson Valley Agribusiness Development Corporation, New York  
Richard A. Ball, New York Commissioner of Agriculture  
Anu Rangarajan, Cornell University College of Agriculture & Life Sciences, New York*

**Producer Plenary Panel - Monday 6:30 pm**
What impact does business assistance really have on the evolution and course of a business? Hear from an array of successful agricultural entrepreneurs about their inspirations, experiences and goals, and in what ways business advising programs as well as financing and other tools have influenced their decisions and livelihoods.

*Karen Washington, Rise & Root Farm, New York  
Nestor Tello, Tello’s Green Farms, New York  
Cheryl DeVos, Kimball Brook Farm & Green Mountain Organic Creamery, Vermont  
Nathan Boone, Boone Family Farms, Indiana  
Ela Chapin, Vermont Farm & Forest Viability Program, facilitator*

**Food Systems Plenary Panel - Tuesday 8:30 am**
Farm viability is a cornerstone in the mission and the business plan of many food hubs and other businesses all along the regional-food value chain. John Fisk of the Wallace Center will facilitate this panel of mission-driven value chain entrepreneurs to discuss how their businesses and programs play a role in supporting farm viability as well as building more resilient and sustainable regional food systems.

*Donna Williams, Field Goods, New York  
Patricia Carrillo, ALBA Organics, California  
Chris Mittelstaedt, The Fruit Guys, California  
Olivia Blanchflower, Greenmarket Co., New York  
John Fisk, Wallace Center at Winrock International, Washington, DC, facilitator*

**Closing Remarks - Wednesday 12:00 pm**
John Piotti, the President and CEO of American Farmland Trust, will discuss how farm viability is linked to issues of farmland protection, farmland access, and environmentally-sound farming practices. He will explore examples where AFT works with partners around the nation in food systems planning, aiding beginning farmers in securing access to land and supporting women landowners in stewarding their land. Piotti believes that many farm viability efforts could be successfully connected to other efforts, through a systems approach, to bring about greater impacts.

*John Piotti, President and CEO of American Farmland Trust*
Farmland Access in Action: the Intersection of Conservation and Farm Viability
Visit Mighty Food Farm, a recently-acquired organic vegetable farm in Shaftsbury, Vermont, and Breese Hollow Dairy, a family organic dairy farm in the scenic Breese Hollow of Hoosick, New York. Meet the farmers, see their operations, and hear how land conservation and farm viability programs have positively impacted their on-farm innovation and ownership.

Riding the Craft Beverage Wave: The Entrepreneurs’ Perspective
Visit two of the region's most celebrated farmstead producers of adult beverages: Indian Ladder Farm in Altamont and Nine Pin Cidery in Albany. Indian Ladder Farm has become a major agri-tourism destination using its on-site brewery and cider making capacity to draw consumers. Nine Pin is New York’s first farmstead alcohol beverage producer not located on a farm, producing their innovative, locally sourced beverages in the City’s warehouse.

Raising the Next Crop of Farmers: Holistic Approaches to New Farmer Development
Visit Hawthorne Valley Farm to explore programs that support technical skills development in value-added agriculture, from their children's agriculture camp, to the on-farm dairy and cheese making school. The National Young Farmers Coalition will close out the tour with a presentation of their programmatic successes across the US developing training programs for those new to farming.

Good Food for All: Advancing Social Justice and Equity in the Food System
The tour will start at Capital Roots, a non-profit dedicated to improving access to fresh, affordable and healthy foods. Over its 40-year history, Capital Roots has been an innovator in food access for underserved, urban populations by pioneering projects such as the Veggie Mobile, the Urban Grow Center, the Food Hub, and the Healthy Stores project. Next, visit Soul Fire Farm, a CSA and training facility focused on ending racism and injustice in the food system by strengthening the movements of food sovereignty and community self-determination.

Value-Added Agriculture: Using Value-Added Products and Vertical Supply Chain Integration to Enhance Direct Market Channels
Visit two Hudson Valley firms that have built their businesses models around innovative means to add value to direct market outlets. The first stop is Field Goods in Athens, an aggregator and retail distributor of farm products. Next is Farm Bridge, a local co-packer that specializes in producing a wide range of fresh and preserved products for private label distribution by regional farms. Farm Bridge started as a freezing and canning operation to support Winter Sun Farms, a winter CSA servicing New York City.

Whole Farm Tour: Hands-on Farm Financial Management Education
This tour will build participants’ knowledge in farm financial management through interactive small group discussions at Indian Ladder Farm. Participants will divide into small groups, led by subject matter experts, and tour the farm, stopping at a number of stations to dig deeply into discussions on farm financial topics such as production constraints, decisions around taking on debt, managing infrastructure, economic and social factors, and family dynamics.
Farm Viability Program Models: Various Approaches to One-on-One Business Advising
Hear about four very different program models for delivering one-on-one business advising to agricultural enterprises. Panelists will describe various program models, approaches and funding structures; selecting, managing and training business advisors; evaluating program outcomes; and working with partners to expand reach and impact.
Ela Chapin, VT Farm & Forest Viability Program, VT
Paige Phinney, Kitchen Table Advisors, CA
Christopher Wayne, GrowNYC, NY
Todd Erling, Hudson Valley Agribusiness Development Corporation, NY

Techniques for Facilitation and Conflict Resolution
We can all identify and describe conflict, but what can we actually do about it? What’s all this talk about dispute resolution, mediation, conciliation, facilitation? How do these tools apply to the problems facing farmers, their customers, their partners and their support organizations? In this session we will discuss best practices and demonstrate tools you can use to work better with farms in challenging situations.
Claudia Kenny and Chris Tauzel, New York Agricultural Mediation Program, NY

Land Access for Equity and Social Justice: A Vermont Case Study
Learn about the Vermont Land Trust’s journey to focusing on these issues, and how a culture of community-driven conservation has shaped our history—from early experiments to fully developed programs. We will discuss a recent “community conservation learning journey” that allowed us to explore these issues very deeply with each other and with peer organizations.
Nick Richardson and Siobhan Smith, Vermont Land Trust, VT

Making Technology Work for Farms & Local Food Systems
In this workshop, Jessica Angell, founder of Cabbage will discuss effective ways for evaluating new software; getting software companies to work with you to create or customize the best solutions for farms; and how to incorporate software into both your existing and new programs from program development through funding.
Jessica Angell, Cabbage, MA

Black Belt Marketing & Innovation Center for Small Farmers: Opportunities & Challenges
Limited-resource, socially disadvantaged farmers have been trying to sell to commercial markets for decades. Regardless of their race or socioeconomic backgrounds; they face the traditional on-farm and off-farm challenges that plague many small farmers. Individually, they lack the volume and consistent supply necessary to attract buyers from commercial, wholesale, and retail markets. The goal of this presentation is to discuss the efforts of Tuskegee University in working with small, limited-resource farmers to establish the Black Belt Marketing and Innovation Center (BBMIC).
Tasha Hargrove, Miles Robinson, Barrett Vaughn & John Brown, Tuskegee University, AL

Leveraging the Craft Beverage Boom for Farm Profitability
This session will explore vertical integration opportunities in the craft beverage supply chain with a focus on farm and community level returns. The craft beverage sector is one of the fastest growing industry segments in the United States. It has become a centerpiece of both rural and urban economic development plans in areas that support farm-based, artisan producers. Panelists will explore the economic underpinnings of the industry and how two organizations have created programming to support innovation and growth in this burgeoning sector.
Philip Gottwals, Agricultural and Community Development Services, MD
Kellie Hinkle, Loudoun County Office of Economic Development, VA
Rebecca Platel, Carey Institute for Global Good, NY

Structures, Tools and Partnerships to Finance Farmland Ownership
New models and partnerships are developing to finance pathways to ownership for beginning, immigrant and limited-resource farmers. Learn how an agricultural Community Development Financial Institution and private impact investors evaluate and structure their approaches to financing farm purchases.
Brett Malone, California FarmLink, CA
Jacob Isrealow, Dirt Capital, NY
Leah Hennessy, Moxie Ridge Farm, NY
Cara Fraver, National Young Farmers Coalition, NY
Session 2 Workshops - Monday, May 22, 3:00 - 4:30 pm

Farm Labor Law
There are many long-held and persistent misconceptions about the application of the federal Farm Labor Standards Act to agricultural businesses. Hear from US Department of Labor staff as well as Alyson Eastman, Deputy Secretary of the Vermont Agency of Agriculture, who has 15 years of experience consulting with farm businesses on these issues.
Alyson Eastman, Vt Agency of Agriculture, Food & Markets, VT
Shequeila Birdson, Travis Hall and Kristyna Lamphere, Wage & Hour Division, US Department of Labor

Values-aligned Food Businesses Supporting Farm Viability
Engage with a panel of food businesses that are building relationships and purchasing directly from farmers; providing technical assistance; sponsoring events and conferences; giving back through employee volunteerism and/or charitable contributions; and more. We will discuss how farm viability programs can have deeper collaborations with these businesses to support farmers and ranchers.
Anthony Chang, Kitchen Table Advisors, CA
Chris Mittelstaedt, The Fruit Guys, CA
Thomas Nelson, Capay Valley Farm Shop, CA
Beth Forster, Blue Apron, NY

Rapid Feasibility Assessments: New Portal For Food Systems Planners
Have a local food business idea for your community, and aren’t sure if it has potential? New Venture Advisors has developed a set of online widgets to help you get immediate answers! Learn how to conduct rapid pre-assessments of three types of regional food businesses: produce food hubs, frozen (IQF) processing facilities and rural grocery store food hubs.
Kathy Nyquist, New Venture Advisors, IL
Saloni Doshi, New Venture Advisors, CO

Effective Approaches to Supporting and Serving Immigrant Farmers
Sharing experiences, lessons learned, challenges and questions, we will consider effective approaches to supporting immigrant farmers to overcome barriers and challenges around language, cultural norms, and institutional and systemic racism.
David Mancera, Kitchen Table Advisors, CA
Patricia Carillo, Agriculture and Land-Based Training Association, CA

Farm Financial Statements, Standards and Analysis: Part 1
This workshop will cover introductory concepts in farm financial statement preparation and the use of financial statements to assess business performance and planning goals. Topics will include: balance sheet preparation, valuation of assets, cash flow statements, cost analysis and budgeting. This session is intended to provide training to professionals working directing with business owners on business and financial planning.
Mark Cannella, University of Vermont Extension, VT

Finding the Right Mix of Markets through Market Channel Assessment
Direct farm marketers struggle to find an optimal mix of marketing channels to realize profitability. Presenters will share findings from a recent study of marketing costs of local vegetable operations and engage us in discussion and application of marketing mix analysis for food producers.
Ryan Pesch, University of Minnesota Extension, MN
Matt LeRoux, Cornell Cooperative Extension, NY

Keeping Farmland Available for Farmers: Integrating Business Planning and Farmland Conservation to Facilitate Farmland Access
Business planning for farmland access and transfer projects is often lacking, for both young and beginning farmers as well as farmers nearing or at retirement age. Yet business planning can be key to identifying and securing the right farm for a fledging business and for creating the road map to a successful farm transfer process. This workshop will explore the integration of business planning and farmland conservation with farmland access and transfer projects. Service providers from New York and Vermont will discuss the mechanics of their regional and statewide programs for farmers and farmland owners and participate in a facilitated panel. The latter portion of the workshop will include a group discussion and a Q and A session.
Tim Biello and Jerry Cosgrove, American Farmland Trust, NY
Liz Higgins, Cornell University, NY
Jon Ramsay, Vermont Land Trust, VT
Sam Smith, Intervale Center, VT
Schedule

Day 1 - Monday - May 22

11:00 am  Registration opens (lobby)
11:30 am  Nosh (light fare in the lobby until 1 pm)
1:00 pm  Plenary Session - Opening Remarks (Banquet Hall)
1:30 pm  Breakout Session 1
3:00 pm  Breakout Session 2
5:00 pm  Cocktails - cash bar (outside the Banquet Hall)
6:00 pm  Taste NY Dinner (Banquet Hall)
6:30 pm  Producer Plenary Panel (Banquet Hall)

Day 2 - Tuesday - May 23

7:30 am  Continental Breakfast (Banquet Hall until 8:30 am)
8:30 am  Food Systems Plenary Panel (Banquet Hall)
9:30 am  Breakout Session 3
11:00 am  Breakout Session 4
12:30 pm  Pick up box lunch & join tours (lobby)
1:00 pm  Tour bus departures (buses depart starting at 1:00, until 1:20 pm)
5:00 pm  Tour buses return
5:30 pm  Taste NY Networking Reception (Banquet Hall until 7:00 pm)
Enjoy local foods and craft beverages!
Dinner on your own - enjoy local eateries!

Day 3 - Wednesday - May 24

Breakfast on your own - enjoy local eateries!
8:00 am  Coffee service (lobby, until 10:00 am)
8:30 am  Breakout Session 5
10:00 am  Breakout Session 6
11:30 am  Lunch and Closing Remarks (Banquet Hall until 1:00 pm)
## Breakout Sessions

Workshops are organized in four themed tracks: I - Business Planning, Financial Analysis, and Financing; II - Program Design, Fundraising, and Organizational Development; III - Land, Labor, and Succession; and IV - Marketing.

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See page 3 for tour descriptions.
**Session 3 Workshops - Tuesday, May 23, 9:30 - 10:45 pm**

### Farm Financial Statements, Standards and Analysis: Part 2

This workshop will cover intermediate farm financial statement preparation and analysis techniques. Topics will include production-based income statements, depreciation, profitability, and ratio analysis. The session will also introduce analysis techniques including break-even and sensitivity analysis. This session is designed to familiarize professionals with financial analysis and forecasting methods once accurate financial statements have been prepared.

*Mark Cannella, University of Vermont Extension, VT*

### Program Design Roundtable

Program managers and directors from across the country will discuss various aspects of program design and ask questions to better understand each others’ challenges and accomplishments. What are the pros and cons of various methods of delivering business services? What funding sources do different program models utilize and find most accessible and sustainable? For programs that primarily use consultants, how do you evaluate and manage consultant networks? What metrics do different programs use to evaluate impacts of business assistance, and really get at the changes in business management and work-life balance for farmers and food producers?

*Ela Chapin, VT Farm & Forest Viability Program, VT*

### Farm Transfer Planning Part 1: A Key to Viability

Part one of a 2-part workshop on farm transfer planning and its relationship to farm viability. The workshops will leverage the expertise of Land For Good Field and Program staff, and introduce service providers to the importance of careful and comprehensive farm transfer planning to overall, multi-generational farm viability.

*Kathy Ruhf and Mike Ghia, Land For Good, MA
Jon Jaffe, Farm Credit East, MA*

### Regional Institutional Markets

In most communities, institutions are the largest food buyers, presenting considerable market potential for local producers. At the same time, institutions often present many barriers to local producers and processors. In this session, attendees will learn from institutional market researchers and specialists about barriers, opportunities, and innovative work underway in New England institutional markets.

*Annie Rowell, Sodexo, VT
Maeve McInnis, Sodexo, ME
Nessa Richman, Farm to Institution New England, RI*

### Community-Based Solutions to Realize Human Rights on Farms

This session will introduce the audience to different dairy farm workers’ organizations and their approaches to bringing human rights to their communities in New York and Vermont. These programs bring together farmworkers, consumers, farmers and corporate buyers in support of dignified wages and humane labor and housing conditions in the dairy industry in the Northeastern United States. The Milk With Dignity campaign is a worker-driven social responsibility initiative inspired by the groundbreaking work of the Coalition of Immokalee Workers and modeled after their highly acclaimed Fair Food Program.

*Rafaela Rodriguez and Tom Fritzsche, Milk with Dignity Standards Council, VT
Crispin Hernandez and Rebecca Fuentes, Workers’ Center of Central New York, NY
Enrique Balcazar, Migrant Justice, VT*

### Resilient Food Systems and Environmental Stewardship on Farms

This session will provide framework for discussion on the tensions and realities of resilient food systems and environmental stewardship for emerging and established farmers based on work in the Shenandoah and Rappahannock River basins of Virginia and the Lake Champlain Basin in Vermont. The moderated panel will outline efforts to strengthen the regions’ food systems and improve soil and watershed health.

*Peter Callan, Virginia Cooperative Extension, VA
Nancy Everhart, Vermont Housing & Conservation Board, VT
Tony Kitsos, University of Vermont Extension, VT*

### Beyond Startup: Supporting “Advanced Beginner” Farmers through the Tricky Intermediate Years

Four experienced service providers share approaches to business assistance and discuss why they have focused programs on advanced beginner farmers. Hear about data collected by the Carrot Project to identify traits that were most important in helping farmers reach their goals. Learn about New Farmer Profit Teams to improve the long-term success of advanced beginning farmers and a wide range of services provided to farm and food businesses by CISA and the Intervale Center—including land access support.

*Dorothy Suput, The Carrot Project, MA
Dan Welch, NY FarmNet, NY
Devon Whitney-Deal, Community Involved in Sustainable Agriculture, MA
Maggie Donin, The Intervale Center, VT*
Supporting Multi-Crop Vegetable Farmers with Determining Production Costs
This workshop will begin with a panel presentation on different methods for supporting multi-crop vegetable farmers with determining crop specific cost information. A facilitated discussion will follow, focused on strategies and best practices that will help growers be successful at determining crop specific costs.
Tanya Murray, Oregon Tilth, OR
John Hendrickson, University of Wisconsin-Madison, WI
Cindy Fake, University of California Cooperative Extension, CA
Jed Beach, Farm Smart, ME

Building a Sustainable Business Assistance Network
HV ADC, the Vermont Farm & Forest Viability Program, and The Carrot Project are launching a planning process to develop a sustainable business assistance network across New England and the Hudson Valley to create an entrepreneurial culture that champions agriculture and local food systems and encourages innovation, creative investments, and risk taking. Come and learn about the blueprint and how to get involved.
Dorothy Suput, The Carrot Project, MA
Ela Chapin, VT Farm & Forest Viability Program, VT
Todd Erling, Hudson Valley Agribusiness Development Corporation, NY

Farm Transfer Planning Part 2: Approaches, Strategies and Tools
Part two of a 2-part workshop on farm transfer planning and its relationship to farm viability. Part Two will focus on the role of service providers in transfer planning, skills needed, and how to build successful support teams for transitioning farm families.
Kathy Ruhf and Mike Ghia, Land For Good, VT
Rich Cavanaugh, Attorney, MA; Annette Higby, Attorney, VT
Jon Jaffe, Farm Credit East, MA

The Cost of Poor Financials
This workshop will highlight tools and techniques that help consultants coach their clients through setting up and utilizing a bookkeeping system. We will share lessons learned and strategies developed to help farmers get the most from their financials including profitability analysis, cash flow management and budgeting.
Ted LeBow, Kitchen Table Consultants, PA
Julia Shanks, Julia Shanks Food Consulting, MA

Securing the Promise of Urban Agriculture: Models, Development, and Networks
As urban farms have proliferated, much attention has been paid to their multiple social benefits. Yet there have been few assessments of how these farms can thrive based on the sales of their products alone. What can be done to encourage their self-sufficiency for a promising future? How can these urban farms be more closely connected with their rural counterparts to advance a thriving food system? How can technical assistance foster creative business development programs for urban agriculture entrepreneurs? Explore these questions with our panel as they share examples of successful commercial urban agriculture farms, best practices and challenges for urban ag entrepreneurship and development.
Onika Abraham, Farm School NYC, NY
Kira Bennet Hamilton, The Carrot Project, Boston, MA
Anu Rangarajan, Cornell Small Farm Program, NY
Karen Washington, Rise & Root Farm, NY

Building a Culture of Food Safety
Navigating the changing landscape of farm food safety is a daunting task. Learn from food safety experts working at the local and national level about recent changes in food safety regulations and how to become an effective resource for practical food safety. We will explore food safety as an integral part of farm business expansion and consider how these changes will affect farm viability and sector growth and how to address the challenges and opportunities.
Steve Warshawer, Wallace Center, NM
Lindsay Gilmour, Organic Planet, PA
Hans Estrin, UVM Extension, VT

From Direct to Wholesale: Expanding Sales to Larger Markets
This session will provide multiple perspectives on how small and mid-sized farmers are accessing larger markets. Learn about the Baskets to Pallets project, which trains small and mid-scale farmers to enter wholesale markets in NY. Hear a buyer's perspective from Capay Valley Farm Shop, a food hub sourcing 100% seasonal food from 50+ farms and ranches in Northern California, and a farmer's perspective from Full Belly Farm, a 400-acre certified organic farm marketing 80 crops to a mix of direct and wholesale markets within the Capay Valley region.
Erica Frenay, Cornell Small Farms Program, NY
Thomas Nelson, Capay Valley Farm Shop, CA
Judith Redmond, Full Belly Farm, CA
Farmland Investment Companies
Access to farmland is a top challenge for both new and established farmers, and several private investment companies have started to buy farmland and work with farmers to lease or sell back land in a variety of ways. Farmland investment models vary in their scope, goals and methods. How do they work? How do they benefit farmers? And, in particular, do they help farmers access, transfer or gain more secure tenure on land? This session will help service providers understand different investment companies financing options, and how to contrast those options with traditional financing options.

Mike Ghia, Land For Good, VT
Benneth Phelps, Dirt Capital Partners, NY
Sally Dodge, Iroquois Valley Farms, VT
Bob Bernstein, Northeast Farm Access, NH

Coaching Farmers to Apply for Credit
Participants will learn what a lender needs to know and how to prepare their farmer clients for a productive discussion about securing credit for their farm business. The best way to map a course for obtaining credit is to understand how lenders make decisions and what causes them concern.

Gary Matteson, Farm Credit Council, DC
Timothy Slavin, Farm Credit East, NY

Understanding Customer Behavior at Farmers Markets: Helping Farmers Increase Sales
This workshop takes successful behavioral science strategies developed by the multi-million-dollar supermarket industry and applies them to farmers market marketing. Participating service providers will learn how to gather data on customer behavior at farmers markets, and how to use that data to increase sales for participating farmers.

Christopher Wayne, GrowNYC, NY

Starting a Benchmark Program
This session will provide an overview of current farm business benchmark programs and resources and then take a closer look at two recently developed benchmark programs in the Northeast. Presenters will include topics that relate both to farm financial analysis methods and program leadership topics needed to implement a new project.

Mark Cannella, University of Vermont Extension, VT
Seth Wilner, University of New Hampshire Cooperative Extension, NH

Can Farms Become Centers of Justice and Equity?
The workshop will provide insights into how agricultural professionals can assist farmers in achieving greater social and economic resilience for their farms through fair trading and improved conditions for employees, and in understanding the contributions farms can make to racial justice and food security in their communities.

Elizabeth Henderson, Northeast Organic Farming Association of New York and the Agricultural Justice Project, NY

Leveraging Integrated Capital and Philanthropy to Support Farm Viability
Come learn and ask questions about how individuals, family offices and foundations are leveraging integrated capital (the coordinated use of different forms of financial capital and non-financial resources including loans, equity, loan guarantees, grants, technical assistance and connections) to support farm viability and build healthy regional food systems.

Anthony Chang, Kitchen Table Advisors, CA
Esther Park, Cienega Capital, CA
Lynne Hoey, RSF Social Finance, CA
Jacob Israelow, Dirt Capital Partners, NY
Cathy Berry, Sandy River Charitable Foundation, VT

Tools to Improve the Quality of Labor Management Decision-Making
Labor is the largest cost on specialty crop produce farms and there are intersecting human, financial and legal risks associated with hiring, managing, and paying for labor. Learn about three new web-based decision-support tools and related informational resources farmers can use to help address labor management issues on diversified produce farms.

Beth Holtzman, University of Vermont Extension, VT
Bringing Alternative Finance to Your Community

Start-up costs for beginning farmers and access to appropriate small-scale financing are significant challenges for farmers across the country. In response to these challenges, the Community Food & Agriculture Coalition in Montana and the Farmer Veteran Coalition (nationwide) have developed multiple tools to address financing gaps. Learn about alternative finance tools including mini-grants developed with Specialty Crop Block Grant funds (up to $5,000), 0% interest, no-fee Kiva loans (up to $10,000), and the Farmer Veteran Coalition Fellowship Fund (up to $5,000).

Annie Heuscher, Community Food & Agriculture Coalition, MT
Brett Malone, California Farm Link, CA

Book Smart: Using Benchmarking and Performance Indicators for Better Bottom-Line Management

Once the books are in order, it’s time to stop working IN your business and start working ON your business. This interactive workshop demonstrates how food businesses can use their financial statements to examine key performance indicators and identify opportunities as well as problem areas. Come with your real-world challenges, and leave ready to build your own financial performance dashboard. Whether you’re a food business owner or a service provider, this workshop will provide the skills necessary to use benchmarking and analysis effectively to improve business performance.

Erin Pirro, Farm Credit East, CT
Gary Matteson, Farm Credit Council, DC

Growing Agricultural Economic Connections through Local Government and Cooperative Extension

Local governments, Extension agents, farmers and ranchers are all coming together across the country to strengthen their food systems through agricultural economic development initiatives. Come learn from two Growing Food Connections Communities of Opportunity that are growing food and farm economic connections through local government planning, partnerships and support.

Julia Freedgood, American Farmland Trust, MA
Katelyn Walley-Stoll, Cornell Cooperative Extension, NY
Dawn Jordan, Polk County Agricultural Economic Development, NC

Left: Mannie Gopaul, a 2013 graduate from FARMroots’ Farm Beginnings Training Course  Photo: Christopher Wayne

Food Law Challenges & Solutions: Identifying Issues and Accessing Services

Complying with a complex, confusing and sometimes conflicting body of law and regulations is a constant challenge for farmers. Simultaneously, understanding the unique legal needs of the farm community is critical for their lawyers. This session will cover both the structural design of food law programs addressing the legal issues facing farmers and the legal areas that are necessary for both service providers and clients to identify to ensure compliance and success on and off the farm.

Jonathan Brown, Food Law Clinic at the Elizabeth Haub School of Law at Pace University, NY
Jennifer Grossman, New York Regional Food Program at the Natural Resources Defense Council, NY
Annie Lemelin, Conservation Law Foundation, MA
Jack Hornickel, FARMroots, GrowNYC, NY

Helping Farmers Stay Competitive in a Maturing Market

As the local food market matures and competition increases, it’s becoming harder for experienced farmers to maintain market share and new farmers to break in. Meal kits, delivery services, CSA saturation and other trends are changing consumer habits and perceptions, and the internet and social media are constantly evolving and affecting how farmers communicate with customers. Learn how to use tools and techniques of market research and online marketing to help farmers understand their market and adapt their strategies to stay relevant and competitive.

Myrna Greenfield, Good Egg Marketing, MA
Rose Wilson, Rosalie Wilson Business Development Services, VT

Leadership that Comes from the Communities We Serve

Join a facilitated discussion as leaders that come from and reflect the communities they serve (e.g. agricultural or family farming background, racial and gender diversity of farmers) share lessons learned and their organizational paths. Leaders that do not come from and reflect the communities they serve will share their challenges and consider new ideas and thoughts to instill in their organizations and programs.

Anthony Chang, Kitchen Table Advisors, CA
SOCIAL NETWORKING
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WIFI:  ACC_GUEST (no password)

See the most up-to-date information on the conference website:
www.farmviabilityconference.com/

Right: Victor Pavia, owner/operator of Mi Ranchito Farm in Hazlet, NJ, carries a crate of freshly harvested garlic.

Photo: Christopher Wayne