

BILL EMERSON NATIONAL HUNGER FELLOWSHIP
HUNGER FREE REPORT

FARMING IN A "WHITE UTOPIA"

STRATEGIC PLAN

2022-2024

BIPOC FARMER DEVELOPMENT COALITION

Isabelle Sohn

In conjunction with Ecotrust, Mudbone Grown,
Oregon Food Bank, and Zenger Farm

INTRODUCTION

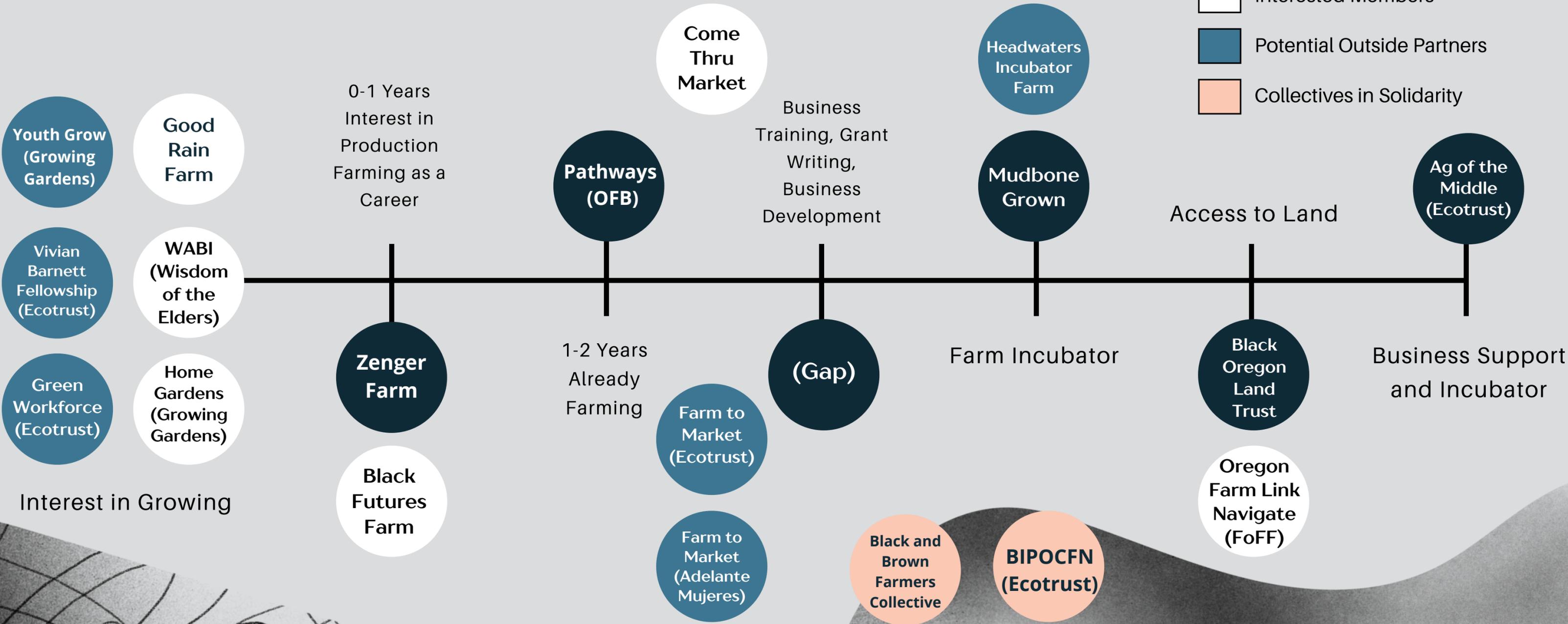
In 2017, the Census of Agriculture reported that of the 67,595 reported farm producers in the state of Oregon, 96.7% were white. Only 64 farm producers identified as Black, 622 as American Indian or Alaskan Native, and 112 as Native Hawaiian or other Pacific Islander. Asian farm producers were tallied at 644, while 2,083 and 789 farm producers identified as Hispanic of any race and more than one race, respectively.

This imbalance in the racial and ethnic makeup of Oregon's farm producers is directly linked to the legacies of systemic racism and racial inequity that factor into every aspect of modern American life. Oregon's history as a "white utopia"—including the original theft of Indigenous land, 19th century Black and Chinese-exclusion laws, racially exclusionary land grant policies, and voting restrictions enshrined in the state's constitution—fits neatly into a modern landscape that has seen Black farmers go from operating on 41.4 million acres nationally to 4.7 million acres, a 90% decrease, in less than a century. Considering the unique structural barriers BIPOC producers face due to their race and other varying intersectional identities, it is often difficult for beginner BIPOC farmers or product vendors to break into and find footing in an overwhelmingly white agricultural landscape.

As such, Ecotrust, Mudbone Grown, Oregon Food Bank, and Zenger Farm gathered to discuss the development and training of BIPOC farm producers in the Portland metro area by specifically BIPOC farmer focused or led programs. The resulting strategic plan aims to identify and address the distinct structural barriers faced by BIPOC growers in the region, as well as detail how service providers can best support each other's efforts in the field.

SERVICE PROVIDER LANDSCAPE

Visual Representation of Existing Farmer Service Providers in the Portland Metro Are



BROAD MISSION & BIGGEST GAPS

Based on conversations with farmers, service provider organizations, and other interested groups, several key gaps that affect BIPOC farmer training emerged. They can be summarized under four themes: 1. Business Support, 2. Land Access, 3. Length and Consistency of Training, and 4. Outside Responsibilities.

"Business Support" identifies the current lack of available resources and trainings for BIPOC farmers on how to file taxes and insurance, as well as step-by-step instructions on how to open a business. For farms using alternative growing models, business support also needs to include information on how to start and sustain co-opts and other alternative methods of farming. "Land Access" encompasses the general difficulty in finding land post-training programs, the scarcity of land and spots in existing training programs, and considers the potential of harm BIPOC producers face when working on other farmers' land. "Length and Consistency of Training" recognizes that provided trainings are often non-comprehensive due to time and/or space restraints. Additionally, there is a need for consistent and easily accessible workshops on specific technical skills such as using wash-pack stations, irrigation set-up, and infrastructure building, as well as instructions on where to source seeds and other tools. "Outside Responsibilities," ranging from difficulty in raising ready capital to difficulty in accessing childcare and consistent transportation, ensure that many beginning BIPOC growers are unable to farm 100% of the time. The historic trauma of returning to farming and working on the land for Black and Indigenous producers is also an essential factor that impacts beginning Black and Indigenous farmers.

COMMITTEE STRUCTURE

BIPOC Farmer Development Coalition members work collectively through a committee structure. The wider coalition meets once a quarter, with working groups convening both individually and/or immediately before coalition meetings. Working groups include:

- Farm Internships and Apprenticeships
- Farm Incubators and Business Development

Administrative needs are housed and supported by Zenger Farm.

As the initial grouping commences coalition work, interested parties will be kept up to date through an email listserv. A membership model, coalition values, expectations for members, and roles will be organized once capacity for administrative support is available. There is a broad understanding of the decentralized and “lightening-the-load” nature of this coalition work with emphasis placed on relationship building.

The coalition emphasizes strong communication on programming and other opportunities between member organizations, including clearly advertising and disseminating such opportunities. Building a strong pipeline of moving participants through the progression of programs is important, an example of which is allowing participants a week without outside applicants when applying to programs or funding opportunities. Moving forward, the coalition will collaborate on funding opportunities and potential grant support (ex. OCF) to further coalition-build and organize administrative needs.

Existing gap constituencies in this coalition include refugee and immigrant farmers, youth and youth agricultural development programming, and indigenous farmers and training programs.



GOAL 1.

Lessen Institutional and Structural Barriers BIPOC Growers Face by Supporting Broader BIPOC Grower Communities

OBJECTIVES

- **Create a space for program participants and alumni to communicate and share resources.**
 - In year 1, create a centralized BIPOC Farmer development program platform in conjunction with other BIPOC and Black and Brown farmer collectives for opportunities and knowledge sharing. Can exist as an email listserv alongside a living list of participants for ease of communication and connection within the larger cohort.
- **Address existing barriers to BIPOC farming (e.g. capital, cash flow, program capacity, trauma in coming back to the land)**
 - In year 2, identify and engage with wrap-around support organizations that can provide resources comparable in some ways to an “Emergency Fund.” BIPOC growers and producers around the region face barriers to farming in the form of living expenses, transportation, and childcare among other obstacles.
- **Support farmers growing for community**
 - In year 1, connect with the Black and Brown farmers collective around establishing a physical space to meet.
 - In year 2, expand the Community Grower Support Fund at OFB to farmers participating in partner BIPOC farmer training programs.



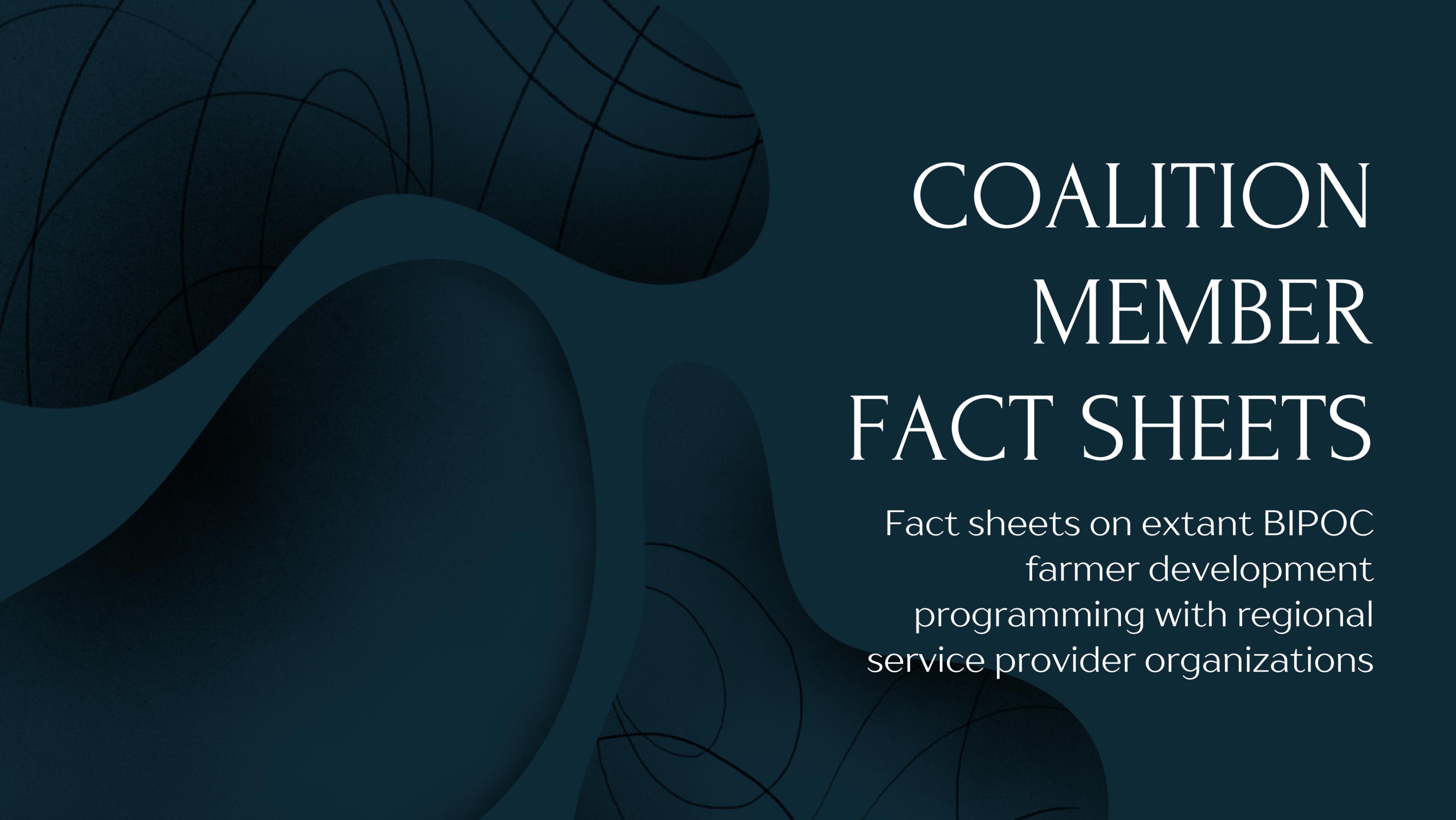


GOAL 2.

Creating Clear Pathways for BIPOC Farmer Development and Resource Sharing

OBJECTIVES

- **“Lighten the Load” on an organizational level**
 - In year 1, establish strategic communication around various programmatic offerings from member organizations. This includes sharing curriculums and other technical resources and maintaining updated fact sheets on organizations operating in farmer development and training.
 - In year 2, hold an annual summit of BIPOC focused farmer development and training service providers either in tandem with an existing convening or as a separate gathering.
 - In year 2, create a listing of BIPOC farmers in the Portland metro area for ease of contact and communication around labor needs and availability. Another opt-in directory for larger contracts may track where farmers are selling to transparentize distribution avenues. This directory would engage with outside partners, the onus would not be on individual producers or this coalition to make connections with buyers.
- **Create a linear progression of various farmer development programs**
 - In year 1, create and maintain a visual network of coalition members and partners.
- **Close gaps in existing BIPOC farmer incubator and business development programs**
 - In year 1, organizations are open about how and where they source resources (e.g. seeds, tools, vendors). This includes an open-source online Resource Library that houses resources on grants, vendors and ordering strategies, tax support for small businesses, support for climate change readiness, and business plans.
 - In years 1 and 2, determine a list of service providers who can fill the business support gap (see Resource Library). Establish which programs have the capacity to address this need.
 - In years 2 and 3, provide 1-on-1 “coaching” and assistance in approaching business organization, goals, and direction, and clear checklists for establishing various types of growing models. Member organizations partner on workshops, crop planning, and other training sessions.



COALITION MEMBER FACT SHEETS

Fact sheets on extant BIPOC
farmer development
programming with regional
service provider organizations

ECOTRUST

Program Name: Ag of the Middle Accelerator Program

Point Person: Maia Larson (mlarson@ecotrust.org), Yolimar Rivera (yolimar@ecotrust.org), Tyson Rasor (trasor@ecotrust.org)

Resources: Ecotrust website, conversation with Ag of the Middle team

Document updated: 2/3/2022

Objective

- To create a cohort of mid-sized independent farms, ranches, and fishing operations in Northern CA, OR, WA, and AK.
- To support small, socially responsible producers keen to grow with integrity through providing dedicated, customized business support from an array of service providers.

Program Design

- Two year program that runs from December - April.
 - The most recent cohort began in December 2020 and is currently in the 2nd year of the program; there will not be a new upcoming cohort while the program reorganizes
- Previously required participants to be “selling in markets for 2 years” and grossing a minimum of \$100,000 by the time they entered the program. Upon consideration, those barriers were removed in 2020.
- Cohort sizes range from 12-20, with the ideal cohort including 12-15 participants.

Curriculum

- The first year is “core session programming” which includes:
 - At a high-level 101 stage, understanding business structures and entities, insurance, taxation, accounting, bookkeeping, cash flow, credit, marketing, labor needs, and food justice.
- The second year has changed over the past 4 years.
 - This iteration of the second year focuses on 1:1 consulting opportunities with service providers/industry experts and seasoned professionals. This looks like working with a marketing/design firm and workshops and networking on topics that are tailored to the interest of cohort members.
- Webinars and other additional learning opportunities allow for participants to further network between each other and learn together.

Offerings

- Emphasis on the category of small and mid-sized farms/ranches; and fishing/seafood operations

Notes

- In the past, the program has been exclusive to LLCs etc. Ecotrust has had folks who are interested in non-profit models/cooperatives and are seeking expertise.

- A need for separate opportunities for separate tracks, learning how to build that into programming
- Taking a pause in programming to determine what it takes to scale up businesses from the farmers market with the goal of making programs more equitable/accessible to BIPOC and other front-line communities.
 - Questions around who is already in the program (mostly white alumni) and how to include more anti-racist and social justice oriented narratives in the existing curriculum.
- There is currently no structured programming beyond the two years although there is an email list-serv/opportunities for people to share out. Creating larger groups has not been successful.
 - Pre-COVID alumni could join workshops and trainings held in person creating peer-to-peer networking, which was hard to sustain during COVID.
- Thinking about “training the trainers” and creating a network/other opportunities for non-involved service providers to be integrated into this system of service.

MUDBONE GROWN

Program Name: Feed'em Freedom Foundation

Point Person: Shantae Johnson (mudbonegrown@gmail.com), Art Shavers

Resources: Mudbone Grown website; Feed'em Freedom Foundation social media

Objective

- To center Black Agriculture by creating educational pipelines for Black and BIPOC youth into agriculture, land stewardship, and regional food security.
- To develop a farm incubator site and support both other farmers and community through endeavors such as free CSAs, food distribution, and partnerships with health clinics.
- To provide peer-to-peer support and dialogue with other farmers of color around farmer development, training, and infrastructure building and establishment.

Program Design

- Details forthcoming with new Feed'em Freedom Foundation website

Curriculum

- Details forthcoming with new Feed'em Freedom Foundation website

Offerings

- The organization places emphasis on supporting Black agriculture and community in the region through technical direction, policy and advocacy work around land access, and youth development.

Notes

- Mudbone previously co-started and worked in collaboration with OFB on the Pathways program, but have taken a step back and are focusing on other programming.
- The Black Community Food Center, an agricultural education center and Black led food pantry in East county, is a continuing project.

OREGON FOOD BANK

Program Name: Pathways to Farming

Point Person: Dee Thompson (deethompson@oregonfoodbank.org), Sara Cross (scross@oregonfoodbank.org)

Resources: OFB USDA Beginning Farmers of Color Narrative; NIFA Pathways to Farming Narrative; FY22 P&P Program Description

Objective

- To provide beginning farmers of color training in crop farming production models, business dev. training, and support in launching agricultural businesses.
- In the long term, to develop the ability of beginning farmers of color to own farm business and create financial stability.

Program Design

- Identified critical needs are subsidized access to land, additional farm-based training, access to equipment, mentorship, business dev. support, and markets for products.
- Mentorship and training are provided for 10 farmers of color. These farmers gain access to land and gain support for the launch of their small agricultural businesses.
- The program is moving into the 1st year of its 2nd iteration and is no longer grant-funded. The focus remains on farming in community and collectively.
- Farmers are supported both on-site and off.

Curriculum

- Technical capability:
 - The goal is to remove barriers (education, management, marketing, infrastructure).
- Mentorship/Training:
 - One-on-one mentorship with OFB farm manager as well as peer-to-peer knowledge sharing and mentorship.
 - There are formalized workshops on business dev., available markets, and production methods.
 - The goal is to remove barriers (land access, culturally relevant training, education, management, marketing) when possible.

Offerings

- There is an emphasis on technical and business development. The focus is on starting businesses and on building networks of community regionally.
- Initially a partnership between two organizations (large food bank and farm enterprise), now farmer driven.
 - Emphasis on cultural competency and good, well-funded management.

Notes

- There have been COVID-related disruptions to consistent programming around business development, technical training, and financial management.
- In its 4th year, the program is shifting, although the curriculum remains farmer-driven
- There is a new farm manager as of 2022.

ZENGER FARM

Program Name: Farm Apprenticeship

Point Person: Rob Cato (rcato@zengerfarm.org)

Resources: Zenger Farm website - Full-Season Farm Apprenticeship

Objective

- To graduate apprentices who are ready to work on a sustainable mixed-vegetable farm as a Crew Leader, Harvest Manager, Field Manager, or Crew Member.
- To train an inclusive next generation of farmers. Black, Indigenous, People of Color, women, LGBTQ2SIA people, religious minorities, recent migrants/refugees, and people from different generational and economic backgrounds are encouraged to apply.
- The program is designed for people with little to no experience farming.

Program Design

- 7.5 month long program with 32+ hours/week led by two farm managers alongside 4 full-time farm apprentices.
 - Two terms (summer and fall) have 4 farm interns each.
 - Farm apprentices rotate monthly through various responsibilities:
 - “Management of the propagation greenhouse, irrigation, and field preparation; leading planting, harvest, wash and pack; supervising short-season interns and volunteer work parties; staffing CSA pickup and writing newsletters; driving the farm truck during restaurant deliveries (we will teach you to drive manual transmission, if needed); two-week rotation leading the entire crew in all field work.”
 - Includes monthly stipend and CSA share.(\$1800/month in 2021)

Curriculum

- Includes 40 hours of classroom instruction in topics such as crop planning, irrigation, seed saving, soil fertility, enterprise budgeting, etc.
 - Curriculum is customized to apprentice and intern interests.
 - There is a connection to other resources/staff onsite (grant writing etc.).

Offerings

- Compressed timeline as similar programming is often completed over two years.
- There is a focus on the first year, technical side of farming, as well as on history of the land. The curriculum is often tailored to apprentice interests.
- Partnerships with Headwaters and Come Thru offer and create opportunities post-apprenticeship.

Notes

- There is a training program gap upstream and downstream.
- After 2 years, apprentices often graduate to work on other farms and are usually not in position to buy land. There are concerns around the burn-out of apprentices.

- Alumni more so maintain personal relationships with farm managers and less so on an organizational basis.
- Apprentices have expressed interest in more deeply exploring administrative aspects of farm work (backend of the system, CSA management, etc.).



RESOURCE LIBRARY

**Online open-source repository of
resources for BIPOC farmers**

In the future, the Resource Library will also
include documents that detail:

- BIPOC farmers in the Portland metro-area and beyond, as well as their labor availability and/or need
- Wrap-around service providers
- Small business service providers

Resource Library Table of Contents

THEME	DOCUMENT TITLE	DESCRIPTION	TOTAL # of PAGES	LINK
GRANTS	Data Collection Toolkit	Farming Concrete data collection toolkit "Methods for measuring the outcomes and impacts of community gardens and urban farms"	181	https://drive.google.com/file/d/1hE6oiMSDpXpF_t0Az5R8ADNMU6y6mSYQ/viw?usp=sharing
VENDORS/ORDERING	Seed Sources with Abbreviations	list of preferred seed vendors from 2016 47th Ave Farm (national and local)	2	https://docs.google.com/document/d/1ptamiG5cqvfhz1wMKMUyLVuFnveQPRqbCY01zOs7Jfg/edit?usp=sharing
VENDORS/ORDERING	Seed Order 2016	2016 seed order for 47th Ave Farm	NA	https://docs.google.com/spreadsheets/d/1tKdB8NtAGU5NX-PyJ5Q9lTrdmW_dQlqu6jOWtbA5g4/edit?usp=sharing
VENDORS/ORDERING	2016 Crop Plans - 47th Ave Farm	Crop plans for the 2016 season	1	https://docs.google.com/document/d/16dQsszUHZq_0wsp9yA2mU0YO1BA3l6Q_kyls-ZaSegQ/edit?usp=sharing
VENDORS/ORDERING	Crop Planning Links	Links and descriptions of helpful websites for crop planning	1	https://docs.google.com/document/d/1bcISHOz1qJg3ZZaGQcl6sNMO4AhqqNFT79WvkzbxKi8/edit?usp=sharing
VENDORS/ORDERING	Crop Planning 101	Pathways training document on what crop planning is, what a detailed schedule should look like	5	https://docs.google.com/document/d/1lvhdPqHgAuAP2fEi6uchAsNmvj8geBi/edit?usp=sharing&oid=100472895597677751174&rtopf=true&sd=true
VENDORS/ORDERING	Sample Crop Plans Folder	Excel sheets on field planning, sample field maps, sample harvest plans, sample master copy, succession planting,	NA	https://drive.google.com/drive/folders/125pf57_YtCqmHjAeBjgla8rbfEy3z2h9?usp=sharing
VENDORS/ORDERING	CSA Crop Planning	Appendices from CSA Crop Planning explaining how to calculate harvest goals/how to get to those goals	22	https://drive.google.com/file/d/1T7mLTzn7yFl-km17BGjJA_c1ZQotArCZ/view?usp=sharing
VENDORS/ORDERING	Fall Planting	Vegetable planting dates by Green Shoots for New Americans Refugee Agricultural Program	7	https://drive.google.com/file/d/1o---QiyWFCg9Jd9RorySPLIAhu1mGMY5/view?usp=sharing
VENDORS/ORDERING	Succession Planting	Portland Nursery succession planting guide	3	https://drive.google.com/file/d/1ucZTjVDQV8leWqkkZT8FmGPvQG6fohrz/view?usp=sharing
VENDORS/ORDERING	Veggie Calendar	Portland Nursery "guidelines, tips, and timelines" for planting vegetables, spacing guidelines included	2	https://drive.google.com/file/d/1l5s_Hy_DLIIQkuUnc1JCcNmulkiKbVQw/view?usp=sharing
VENDORS/ORDERING	CSA Unity Farm Activity	Worksheet on CSA and CSA crop planning basics	1	https://docs.google.com/document/d/1Q_laJkB1WWYAKdfd1tk8eRS-C0YXo4XbdcXdiXscKhE/edit?usp=sharing
VENDORS/ORDERING	Unity Farm 2018 crop plan	2018 crop planning, ordering and sourcing spreadsheet	NA	https://docs.google.com/spreadsheets/d/0Bwmaf2zrwXjFdDM5bURnM2RUcXNF0FJORFZObUk5MFVLZHk0/edit?usp=sharing&oid=100472895597677751174&resourcekey=0-iphZUjEsfpyFbKpYsxlTZw&rtopf=true&sd=true
TAXES/FINANCIAL HELP	Excerpts from Books Folder	Photocopied book excerpts about account and financial management, human resources, marketing, recordkeeping, VAP, etc.	NA	https://drive.google.com/drive/folders/1MMrAhqaB44mbAhuY-Zd4YJfK5MVTbR0?usp=sharing
TAXES/FINANCIAL HELP	BT Lending Decisions	Northwestern Farm Credit Services Business Tools "How Lending Decisions are Made"	7	https://drive.google.com/file/d/13Tzm5-5F4Fv3CmYNGhv4xfCRJQZaRVG4/view?usp=sharing
TAXES/FINANCIAL HELP	BT Preparing Agricultural Financial Statements	Northwestern Farm Credit Services Business Tools "Preparing Agricultural Financial Statements"	12	https://drive.google.com/file/d/1DaO7ezUrxBdkolJZAo8GwWvj2sRPy4hw/view?usp=sharing

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THEME	DOCUMENT TITLE	DESCRIPTION	TOTAL # of PAGES	LINK
TAXES/FINANCIAL HELP	BT Understanding Key Financial Ratios	Northwestern Farm Credit Services Business Tools "Understanding Financial Ratios and Benchmarks"	14	https://drive.google.com/file/d/18g3dJXi9W9H2WDQNeNOAU_j2D3T89gka/view?usp=sharing
TAXES/FINANCIAL HELP	Taxes and Important Regulations	2010 powerpoint on taxes and other regulations by New Farms for New Americans	11	https://docs.google.com/presentation/d/1gAnaeD_9fngvO3vqDL_ZNjJhHsKz7Li/edit?usp=sharing&oid=100472895597677751174&rtpof=true&sd=true
TAXES/FINANCIAL HELP	The Organic Farmers Business Handbook	Excerpts from book on financial management and recordkeeping - chapters 2, 3, 4, and 9	64	https://drive.google.com/file/d/1yE7bXSQIRkuvuxn38rhwgphoAR3vLMDI/view?usp=sharing
TAXES/FINANCIAL HELP	Cash Flow Projections	Worksheet on cash flow and projections	3	https://docs.google.com/document/d/1mtr3x_XgVC8UL3Sp99AX5Ak-2aryO_vl/edit?usp=sharing&oid=100472895597677751174&rtpof=true&sd=true
TAXES/FINANCIAL HELP	Cash Flow Worksheet	Cash flow budget worksheet spreadsheet	NA	https://docs.google.com/spreadsheets/d/1_-jkDq6yGLNTWo1pyMBuGCg5SBYXHM2y/edit?usp=sharing&oid=100472895597677751174&rtpof=true&sd=true
TAXES/FINANCIAL HELP	Educate Cashflow Spreadsheet	Spreadsheet on basic cash flow and loan-printable cash flow	NA	https://docs.google.com/spreadsheets/d/1X-FDdChoBy1zSzcUvbuGNqx-zmONPeQ/edit?usp=sharing&oid=100472895597677751174&rtpof=true&sd=true
TAXES/FINANCIAL HELP	Recordkeeping Factsheet	Sustainable Farming Project sheet on recordkeeping with outside links	2	https://drive.google.com/file/d/1nVihCZXI4efHJu_jxZER6DaJGipHMxX6/view?usp=sharing
TAXES/FINANCIAL HELP	Farm Record Book for Refugees	Farm Management and Recordkeeping "A 'How To' Mini-Manual for Immigrant and Refugee Farmers"	56	https://drive.google.com/file/d/1-BuSFcHB8UDts6pPBRORINSBjxEmuEva/view?usp=sharing
CLIMATE	Dates for Planting Vegetables in OR	List of vegetables and their ideal planting/starting dates, takes into account Medford vs. Western Valleys, not clear when the document was made	1	https://drive.google.com/file/d/107cV5nN2h6y9JkE5v5gyz_9oDDmow07vq/view?usp=sharing
CLIMATE	Planting and Harvest Calendar	Oregon Tilth vegetable planting and harvest calendar	2	https://drive.google.com/file/d/1NIUzKWut4UymBcHkRMqGT9ZQwPQ0d2DX/vi?usp=sharing
BUSINESS PLANS	Building a Plan for Your Farm	Paper prepared in 2003 in Kansas detailing first steps to put together a formal business plan	20	https://drive.google.com/file/d/1HzasCJFUET0DDkMNLmtXdJy0CkhH90YW/view?usp=sharing
BUSINESS PLANS	Example Business Plan Template 2019	Headwaters Incubator Program Business Plan Template 2018	6	https://drive.google.com/file/d/1RW72OthOsn3l3ePnk0_0latwsdQsdOAz/view?usp=sharing
BUSINESS PLANS	Growing Farms: Successful Whole Farm Management Planning Book	OSU Small Farms School Growing Farms Management and Planning Book - Look to chapters "Sell it" "Manage It" "Keep It"	44	https://drive.google.com/file/d/1L8BBLqINd011ihtQ8WnLKz0M0hSuNuWL/view?usp=sharing; (word version) - https://docs.google.com/document/d/1r_n8wEaGNovjYJF8HRW6JxV8nhCLYs_L8iNql4fgxRE/edit?usp=sharing
BUSINESS PLANS	So You Want to Be a Farmer	2011 OR Dept. of Agriculture quick look at OR farming practices, links out to other resources	7	https://drive.google.com/file/d/1H3lvphH7IUkKnQmod64pw71LjBMcCv_wk/view?usp=sharing
BUSINESS PLANS	Grower's Manual: A Template for Grower Cooperatives	2011 Leopold Center instructional manual on cooperative growing	25	
BUSINESS PLANS	Teaching Direct Marketing and Small Farm Viability	UCSC resource on marketing and small farm economic viability	406	https://drive.google.com/file/d/1vY5pla8pA-ImvV8W8WYfCjtbyUvTYR/view?usp=sharing

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THEME	DOCUMENT TITLE	DESCRIPTION	TOTAL # of PAGES	LINK
BUSINESS PLANS	Sowing the Seeds of Food Justice	"A Guide for Farmers Who Want to Supply Low-Income Communities While Maintaining Financial Sustainability" by Myles Lennon	34	https://drive.google.com/file/d/1WlcRiu1Uml77ubF9WiEyNpNTRSHzUzFV/view?usp=sharing
BUSINESS PLANS	Sliding Scale - Soul Fire Farm	Definition and explanation of what sliding scale is	2	https://drive.google.com/file/d/10j2e_m5NXCqm-lpcneyTjM9X7Ehy2YEq/view?usp=sharing
BUSINESS PLANS	Business Planning Basics	2010 powerpoint on the basics of a business plan by New Farms for New Americans	19	https://docs.google.com/presentation/d/1jV_DCFwSHaK3nFXzlvAu65ANWGe1hRc/edit?usp=sharing&oid=100472895597677751174&rtpof=true&sd=true
BUSINESS PLANS	Common Farm Expenses	2010 powerpoint on farm expenses by New Farms for New Americans	16	https://docs.google.com/presentation/d/1yV0imarXmRzR56RFq77xwx1ojuvhpcEM/edit?usp=sharing&oid=100472895597677751174&rtpof=true&sd=true
BUSINESS PLANS	Farm Budgets	2010 powerpoint on farm budgets by New Farms for New Americans	11	https://docs.google.com/presentation/d/1Qubcecz1EacqByXfxVqQFe9FRWtrVlmv/edit?usp=sharing&oid=100472895597677751174&rtpof=true&sd=true
BUSINESS PLANS	Farm Business Assessment	Vermont New Farms Project worksheet reviewing access to markets/capital/land, goals/decision making, and production skills	1	https://drive.google.com/file/d/1zg_cJbQmsQ58pGzROQRg0p_t7AshdOM/view?usp=sharing
BUSINESS PLANS	Your Farm is a Business	Powerpoint on "Planning for your business and making a profit" by New Lands Farm	26	https://docs.google.com/presentation/d/13cuf2LKmGnTQYrp1OTBtsz6ime0-nkYW/edit?usp=sharing&oid=100472895597677751174&rtpof=true&sd=true
BUSINESS PLANS	Your Potential Profit and Enterprise Budget	Powerpoint on "Enterprise budgets" by New Lands Farm	12	https://docs.google.com/presentation/d/1tC6U0ra6XY52JUqBU914x7xEQWU9vonH/edit?usp=sharing&oid=100472895597677751174&rtpof=true&sd=true
BUSINESS PLANS	Business Plan Template	Meso (Micro-enterprise) Business Plan Template	6	https://docs.google.com/document/d/19G1B-P4Fvx-wEx2hE9VKxzmPyJen_EC/edit?usp=sharing&oid=100472895597677751174&rtpof=true&sd=true
BUSINESS PLANS	Assess Business Acumen	SWOT micro-enterprise business acumen worksheet	2	https://docs.google.com/document/d/1Pkbc_NL_LMNjTkGoykiWOZpCTo-c1cCs/edit?usp=sharing&oid=100472895597677751174&rtpof=true&sd=true
BUSINESS PLANS	Business Foundation Powerpoint	Meso micro-enterprise business foundation powerpoint	41	https://docs.google.com/presentation/d/1Njy18bTVJEijWGiksT87iPkd5N_RJk/edit?usp=sharing&oid=100472895597677751174&rtpof=true&sd=true
BUSINESS PLANS	Elevator Pitch Worksheet	Meso micro-enterprise elevator speech worksheet	1	https://docs.google.com/document/d/1GdqEEym1CpbWsn5GRNsj-l2qB9E5Hbb/edit?usp=sharing&oid=100472895597677751174&rtpof=true&sd=true

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THEME	DOCUMENT TITLE	DESCRIPTION	TOTAL # of PAGES	LINK
BUSINESS PLANS	Financial Plan - Beaverton Business Plan	Powerpoint on financial planning including definitions of business terms	48	https://docs.google.com/presentation/d/1m9hnr03QHBN7isx7-3G7k3uVuvN2xo2F/edit?usp=sharing&ouid=100472895597677751174&rtpof=true&sd=true
BUSINESS PLANS	How to Start a Business in Oregon Checklist	Meso micro-enterprise "starting a business checklist"	7	https://docs.google.com/document/d/1S6Tt5QvRKdg130vHSZ80lyZmSwESBgbj/edit?usp=sharing&ouid=100472895597677751174&rtpof=true&sd=true
BUSINESS PLANS	Naming Your Business	Meso micro-enterprise "naming your business"	2	https://docs.google.com/document/d/1wNCoAVsTmSjB-ZCwCaaJf5xEvRWukLJr/edit?usp=sharing&ouid=100472895597677751174&rtpof=true&sd=true
BUSINESS PLANS	Product Features and Benefits Exercise	Worksheet "Aligning Product Features, Benefits, Tarket Market/Segmentation & Pricing What is your product or service?"	2	https://docs.google.com/document/d/1t_4uOzy9WJ3hOTDCzaqYTqyEUKfevOeD/edit?usp=sharing&ouid=100472895597677751174&rtpof=true&sd=true
BUSINESS PLANS	Steps to Register	Meso micro-enterprise steps to register a start-up	2	https://docs.google.com/document/d/1vN2p4hDq1ymIEhwPIQPCzv8avPLacpc5/edit?usp=sharing&ouid=100472895597677751174&rtpof=true&sd=true
MARKETING/MARKETS	Meso Marketing 101	Meso micro-enterprise marketing powerpoint	61	https://docs.google.com/presentation/d/1T4F5SyzVWGgg84_NzXK0Jv3du8nhHzR/edit?usp=sharing&ouid=100472895597677751174&rtpof=true&sd=true
MARKETING/MARKETS	CUA Marketing Powerpoint	Commercial Urban Agriculture Program Marketing Your Farm powerpoint	20	https://docs.google.com/presentation/d/1GIDrn_lmpgC0wuRkO1Vx0HgJoS4FeYlR/edit?usp=sharing&ouid=100472895597677751174&rtpof=true&sd=true
MARKETING/MARKETS	Making a Marketing Plan Class	New Lands Farm - a refugee farmer collective - lesson plan around making a marketing plan	2	https://docs.google.com/document/d/1dqBM3otssVhleJ7WmmOzsqeEYKPitj1f/edit?usp=sharing&ouid=100472895597677751174&rtpof=true&sd=true
MARKETING/MARKETS	Market Plan Sheet	Excel sheet on market planning	NA	https://docs.google.com/spreadsheets/d/1RY48pw90ZFckif7C3ldi1UyIvQdOJmJg/edit?usp=sharing&ouid=100472895597677751174&rtpof=true&sd=true
MARKETING/MARKETS	Market Plan	Powerpoint on a market plan	NA	https://docs.google.com/presentation/d/11W2XMXRp3RbVkyiH5mOOLi0qq8_9m7J/edit?usp=sharing&ouid=100472895597677751174&rtpof=true&sd=true
MARKETING/MARKETS	Marketing Alternative Products - OSU	Marketing alternatives for fresh produce OSU textbook	36	https://drive.google.com/file/d/1uOCwJQu_uFAo7wVLGXfxKXu8hox2AVR7/view?usp=sharing
MARKETING/MARKETS	Farmers Market Stands Powerpoint	Powerpoint with slides of examples of farmers market stands	20	https://docs.google.com/presentation/d/1b2-BC8-PdKo2JKevErh-4f2kyIEKrQjp/edit?usp=sharing&ouid=100472895597677751174&rtpof=true&sd=true

Resource Library Table of Contents

THEME	DOCUMENT TITLE	DESCRIPTION	TOTAL # of PAGES	LINK
MARKETING/MARKETS	Farmers Market Guide Plan Language	2008 plain language guide to "selling at a farmers market"	25	https://drive.google.com/file/d/1BZmRCG-5rs3e0POzG3x_-Nk1Xz8v63CF/view?usp=sharing

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<https://extension.oregonstate.edu/sites/default/files/documents/8606/2017-or-farm-producers.pdf>

<https://www.oregonlive.com/history/2020/06/oregons-founders-sought-a-white-utopia-a-stain-of-racism-that-lives-on-even-as-state-celebrates-its-progressivism.html>

<https://www.opb.org/article/2021/02/19/oregon-mudbone-grown-black-farmers/>

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https://www.nass.usda.gov/Publications/Highlights/2019/2017Census_Black_Producers.pdf