

# **Foodshed Alliance Sustainable Agriculture Enterprise (SAgE)**



## **Information and Application for Sustainable Farm Businesses**

Leases available at SAgE Site:  
290 Route 206 South, Newton, NJ 07860

[FoodshedAlliance.org](http://FoodshedAlliance.org)

Eric Derby, SAgE Project Manager, Foodshed Alliance  
201-240-5858, [Eric@FoodshedAlliance.org](mailto:Eric@FoodshedAlliance.org)

Kendrya Close, Executive Director, Foodshed Alliance  
908-362-7967, [Kendrya@FoodshedAlliance.org](mailto:Kendrya@FoodshedAlliance.org)

# **Foodshed Alliance Sustainable Agriculture Enterprise (SAGe)**

## **Contents**

Vision and Background.....	3
SAGe Sites.....	4
Requirements for Sustainable Farm Businesses .....	6
Program Description and Standards .....	9
Land Use Protocols .....	11
Lease Rates.....	13
Application Procedure.....	14
Appendix: Application Template.....	16

# **Foodshed Alliance Sustainable Agriculture Enterprise (SAGe)**

## **Vision**

The Foodshed Alliance Sustainable Agriculture Enterprise program creates opportunities so farmers who practice resilient agriculture can access land to expand, diversify, and teach about their farming methods, people can learn about the source of food and the benefits of healthy food, people can experience a unique natural landscape, and a diverse natural world can thrive.

## **Background**

The Foodshed Alliance, a 501(c)(3) nonprofit, works to strengthen sustainable farming in New Jersey, increase access to local, healthy food, and protect the environment for all members of our communities.

In 2015, the Foodshed Alliance published the Regional Foodshed Resiliency Plan for northern New Jersey, which identified major challenges to our regional food system and farming sector, (<http://foodshedalliance.org/downloads>). Our Sustainable Agriculture Enterprise (SAGe) program was designed to address one of the biggest challenges to New Jersey farmers—access to affordable farmland. New Jersey has the second most expensive farmland in the country, yet has preserved more of its farmland than any state in the country, about 29%. Short-term leasing is the norm in New Jersey on deed-restricted farmland, and this is problematic for farmers since it inhibits investment in infrastructure and long-term improvement in soil health, critical to farmers using sustainable methods to produce food.

The goal of the SAGe program is to lease preserved farmland to organic and regenerative farm businesses at affordable long-term (10 year) terms.

The Foodshed Alliance works with land trusts and/or government agencies that hold deed-restricted farmland throughout the state of New Jersey to facilitate farmers' access to affordable 10-year lease agreements. Through the SAGe program:

- 1) preserved farmland parcels owned by land trusts, municipalities, counties, etc. that are suitable for sustainable farm businesses are identified;
- 2) easement-holding entities lease (minimum of 10 years) or transfer preserved parcels to the Foodshed Alliance for a nominal fee;
- 3) farmers who wish to raise food using organic, regenerative methods are identified.
- 4) the Foodshed Alliance leases or sub-leases the preserved parcels to the farmers at reasonable rates;
- 5) the Foodshed Alliance stewards the lease farmers on the land, both identifying what they need to succeed and ensuring they adhere to the agreements of the sub-lease and the Farm Management Plan they submitted;
- 6) the Foodshed Alliance connects sub-lease farmers to resources they need to succeed and provides business management and marketing training for lessees.

# Foodshed Alliance Sustainable Agriculture Enterprise (SAGe)

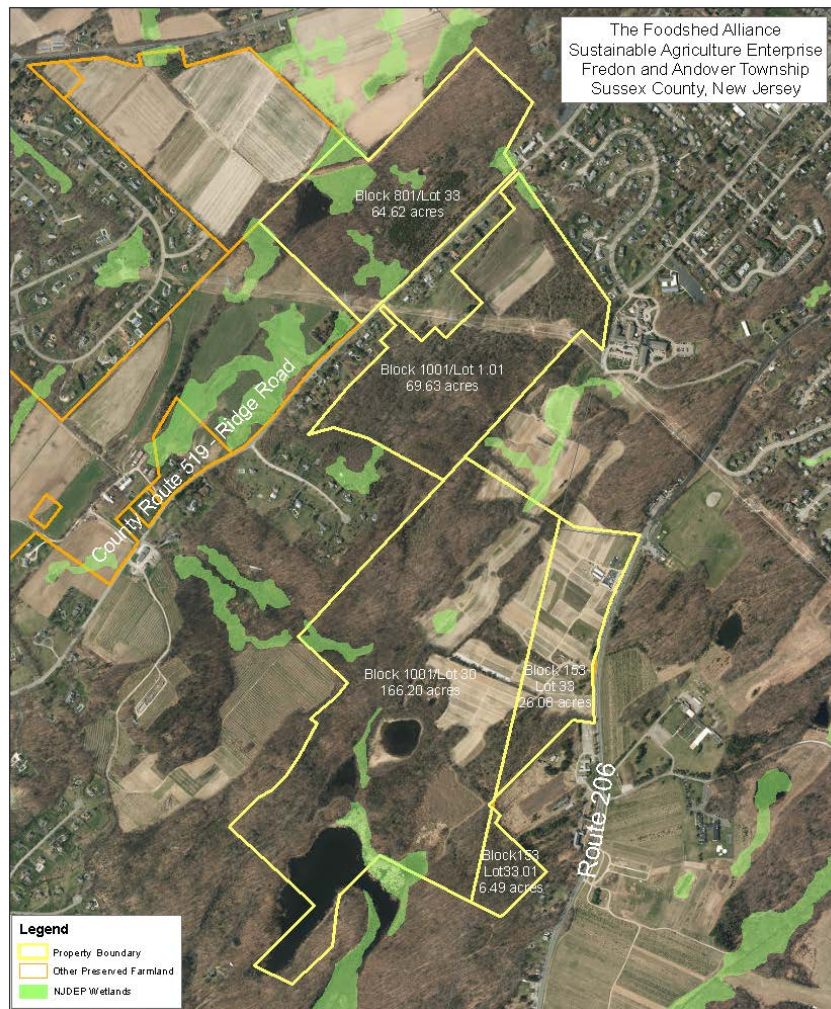
## SAGe Sites

The SAGe program, which launched in November 2018, currently has two sites in this statewide program.

**Bread Lock Park, Stewartville, Warren County:** The first site for the statewide SAGe program is at Bread Lock Park (preserved parkland) in Stewartville in Warren County. The Foodshed Alliance has a five-year lease on five acres of farmland with the County of Warren. This plot is currently leased to Bread Lock Botanicals, a grower of flowers, vegetables and herbs, which is in its second growing season.

**Muckshaw Pond Preserve, Andover/Fredon, Sussex County:** The second site is a deed-restricted property is on the Muckshaw Pond Preserve, located in Andover and Fredon Townships, Sussex County, between State Route 206 and County Route 519. This property was originally preserved by The Nature Conservancy and is now owned by the Ridge and Valley Conservancy, which leases the farmland on the property to the Foodshed Alliance.

290 Route 206 South, Newton, NJ 07860



## **Foodshed Alliance Sustainable Agriculture Enterprise (SAGe)**

The Foodshed Alliance manages the farmland and oversees leases to sustainable farm businesses. This site has 60 tillable acres, a functioning well and 5,000-foot frontage on state Route 206. We are working to lease to up to 7 sustainable farm businesses on this property. We currently have leases with Sussex County Community College for a student farm (vegetables and grains), Munsee Three Sisters Farm (vegetables), Dark Earth Farm (vegetables and hemp), Seek-No-Further Fruit Farm (stone fruit and berries), and Lionshead Bee Farm.

**Farm plots are currently available at the Sussex County site.** We are recruiting farmers in the following categories, as appropriate to the land available: diversified vegetable, fruit, flowers, herbs, layer hen, poultry (meat), swine, goat, orchards and woodland products. Please contact Eric Derby, Project Manager, 201-240-5858, [Eric@FoodshedAlliance.org](mailto:Eric@FoodshedAlliance.org).

In addition, the Foodshed Alliance is working to identify and establish other SAGe sites in New Jersey to provide long-term affordable access to preserved farmland for organic and regenerative farm enterprises.

# **Foodshed Alliance Sustainable Agriculture Enterprise (SAGe)**

## **Requirements for Sustainable Farm Businesses**

The Foodshed Alliance Sustainable Agriculture Enterprise program is available to farmers who can demonstrate solid farming experience and marketing and business plans.

Ideal candidates should have:

- 2+ years commercial farm management experience
- 3+ years commercial farming experience
- Detailed Farm Management Plan
- Detailed business/marketing plan
- A commitment to sustainable agricultural practices

We are recruiting farmers in the following categories, as appropriate to the land available: diversified vegetable, fruit, flowers, herbs, layer hen, poultry (meat), swine, goat, orchards and woodland products.

### **Sustainable Agriculture Practices and Environmental Stewardship**

In keeping with the Foodshed Alliance's mission of protecting our rural environment, we will recruit farmers who are dedicated to regenerative agriculture through the use of sustainable, organic and/or biodynamic methods.

We encourage organic and humane certification for all relevant agricultural practices taking place. However, organic certification is not required as long as National Organic Program (NOP) guidelines are used. For specifics, please see Land Use Protocols on page 10.

We encourage participating farmers to prepare and file a conservation plan with the Natural Resources Conservation Service. We also encourage participating farmers to apply for certification through the River Friendly Farms initiative, managed by North Jersey RC&D and the Foodshed Alliance, to protect waterways.

### **Partnership with Foodshed Alliance**

We envision working in partnership with the farmers in this program, providing ongoing technical assistance and facilitating synergistic and cooperative relationships with all farmers on the land. In addition, we will facilitate opportunities for the general public to learn about the source of food. Our role is also to oversee farmer compliance with the Farm Management Plan.

### **Farm Management Plan**

Each applicant must submit a Farm Management Plan to be approved by the Foodshed Alliance. The plan will outline the farming approach proposed, timing, and needs, and designate what contingencies will be followed to adjust to unforeseen conditions. The plan should address the following:

**FARM OPERATION:** A description of intended crop or livestock production, including how they relate to the program's Sustainable Agricultural Guidelines.

**LABOR:** The maximum number of farm laborers that will be employed seasonally.



## **Foodshed Alliance Sustainable Agriculture Enterprise (SAGE)**

**TEMPORARY INFRASTRUCTURE:** What structures are proposed, needed or anticipated. All structures must be approved, including design, materials and locations. Structures must be kept in viable condition. All structures and materials must be removed upon departure of participant unless approved to leave on site by Foodshed Alliance.

**STORAGE AND MAINTENANCE OF EQUIPMENT:** How equipment will be stored areas. Abandoned equipment must be removed. No equipment can compromise the sustainable farming guidelines (no leaking fuel, fluids, etc.).

**WEED CONTROL:** How weeds will be controlled. Farmers must incorporate control of noxious and invasive weeds into their farm management plan and carry out approved practices.

**PEST MANAGEMENT:** Identify the means by which they plan controlling pests that jeopardize their operation. Solutions shall comport with the sustainable farming tenets outline above, be humane, and shall not impinge on the operations of other farmers.

**FERTILITY/COMPOSTING:** Any plans for fertilizing and on-site composting should be outlined in the plan. All fertilizer should be approved for organic usage. If there is a need for composting off production fields, the plan should identify this need, as the Foodshed Alliance may make compost areas available to the farmer. Any composting must be in compliance with local ordinances and state statutes.

**LIVESTOCK:** If raising of livestock is proposed, the farmer must define how animals will be secured and well-tended, demonstrate that the carrying capacity of the land proposed to be used will not be exceeded, and how slaughtering or marketing of animals will be addressed, if this is planned.

**EVENTS:** Holding of events is regulated under the farmland preservation easement held by the State Agricultural Development Committee. Only events approved by the Foodshed Alliance can be held. These generally would consist of educational events or events to promote the overall farm project.

**MARKETING:** The farmer shall address any plans for marketing on the farm, including space needs, seasonal needs, etc.

### **Other Requirements**

**BUSINESS/MARKETING PLAN:** Share your roadmap to profitability and growth as the foundation of your business, describing your goals, strengths, weaknesses, opportunities, including your plans for selling your products.

**RISK MANAGEMENT PLAN:** Provide a document on how you evaluate and manage risk related to production, marketing, finances, legal and human risks.

**COOPERATION:** Farmers must recognize and cooperate with the needs of other farmers and the public and be responsive to decisions of the Foodshed Alliance. Farmers may have the opportunity to participate in beneficial cost-sharing opportunities.

**GENERAL SIGHTLINESS:** This is a public use space so while we recognize that farming is not always attractive, an effort must be made to keep things neat and orderly, pathways mowed, etc. Farmers must not damage or block farm lanes used for field access and trails. All field supplies—stakes, row cover, black plastic, etc.—must be kept in a designated area when not in use and removed and stored at the end of each season

## **Foodshed Alliance Sustainable Agriculture Enterprise (SAGE)**

**VEHICLES:** Vehicles will be kept in good working order and stored in approved, designated areas. Abandoned vehicles must be removed from the premises upon notice by the Foodshed Alliance.

**UTILITIES:** Farmers may make arrangements to have electric service brought to their site by approved means. Electric delivery conduits must not interfere with any other infrastructure on the farm. Farmers must arrange to have a separate electric meter installed and will be responsible for paying the electric bill themselves.

**DAMAGES:** Farmers will be responsible any damage they cause or is caused by livestock or anyone they have invited to the farm. A damage deposit will be required upon signing a lease.

**INSURANCE:** Each farmer must carry a liability insurance policy in the minimum amount of \$1 million. The Foodshed Alliance shall be named as secondary insured.

**LABOR:** Farmers must comply with the New Jersey Fair Labor Standards Act in hiring and retaining employees.

**HOUSING:** At this time, no permanent housing is available on site. The Foodshed Alliance is willing to cooperate with farmers in investigating the feasibility and requirements for farm labor housing on site.



# **Foodshed Alliance Sustainable Agriculture Enterprise (SAGE)**

## **Program Description and Standards**

**APPLICATION PROCESS:** For the 2021 growing season, a minimum of 3 to 4 farmers will be selected for leasing plots of tillable land. Applications will be evaluated on a case-by-case basis, in terms of whether their comfort with the mission of the Farm and the sustainable farming practices, outlined above. Whether Farm Management Plans are mutually supportive will be a factor in evaluating applicants.

**PLOT CONFIGURATION AND ACREAGE:** Acreage and configuration of each plot depends on the scale of farming undertaken and which areas are appropriate to these needs. The amount of acreage needed for the proposed farm operation will be determined by the farm management plan submitted during the application process. Tillable fields will be allocated to individual farm operations based on suitability to the proposed use, spatial considerations, and relationship to other needs (irrigation, marketing, etc.) Farm lanes will be considered to be part of individual farm fields and managed as part of the farm operation.

**FARM MANAGEMENT PLAN:** Farmers will have the right to carry out an approved Farm Management Plan. The plan will be reviewed at the end of each season. Farmers have the right to seek to modify plans, and carry out changes after Foodshed Alliance approval.

**ACCESS TO WATER:** A limited number of interconnections to the irrigation well on site will be available. Farmers that have need for water and approval through their management plan have the right to connect to irrigation sources. Irrigation delivery systems shall not interfere with other infrastructure, access to water by other farmers, or be wasteful. All irrigation infrastructure shall be removed at the end of the lease period, unless other arrangements are made. Water-use will be based on a conservation-based irrigation plan, availability of water from source, and viability of delivery system. Costs will be set at the outset of the lease.

**ACCESS TO ELECTRICITY:** Farmers have the right to arrange for the delivery of electric power to the site, and to share in any solar power-sharing arrangement that might be established for the program. Farmers will be responsible for metering and delivery system; system must be approved by landowner and have all necessary zoning approvals.

**FENCING:** Farmers have the right to erect fencing to keep deer and the public off of areas of production. Fencing must be secure and well maintained but must not block any public access areas. Electric fences must be labeled as such to provide a warning to public. Fencing plans must be approved by the Foodshed Alliance.

**IMPROVEMENTS:** Any improvements the farmers wish to make, such as hoop houses, pole barns, farm stands, etc., will be made at the farmers' own expense, within easement restrictions, and with the approval of the Foodshed Alliance.

**SIGNS:** Farmers have the right to erect signs identifying their operation or marketing their products, so long as the signs do not interfere with the operations of other farmers or restrict public access, and are approved by the Foodshed Alliance.

## **Foodshed Alliance Sustainable Agriculture Enterprise (SAGE)**

**MARKETING ON-FARM:** Farmers have the right to incorporate an on-farm marketing strategy in their management plans, and to carry out those plans once approved. Final approval shall be based on any required local zoning approval of marketing structures, ingress and egress, hours of operation, etc. Farmers may form independent cooperatives for marketing purposes.

**SOLID WASTE:** The Foodshed Alliance will provide a centralized location for disposal of solid waste and recycling. Guidelines relative to the type of waste and volume will be incorporated into individual leases.

**SANITARY FACILITIES:** The Foodshed Alliance will provide centralized toilet facilities on the property.

**LANDOWNER INCENTIVE PROGRAMS:** The Foodshed Alliance will cooperate with farmers who wish to pursue available landowner incentive programs that benefit the farm operation. The potential for any cost-sharing will be evaluated on a case-by-case basis.

**COMPLIANCE TO FARM MANAGEMENT PLAN:** The Foodshed Alliance will monitor compliance with your Farm Management Plan. Farmers who do not comply with their Plan and the land use protocols of this program will be asked to leave the program at the end of the growing season.

**LEASE RENEWAL:** Farmers have the right to renew their lease, should they be in compliance with an approved farm management plan and in good standing with respect to all other requirements.

# **Foodshed Alliance Sustainable Agriculture Enterprise (SAgE)**

## **Land Use Protocols**

**SEEDS:** Farmers may choose to purchase conventionally produced seeds but may not use treated seed. If a farmer does choose to not purchase certified-organic seed, he or she may NOT use genetically modified/engineered seed (aka GM or GE), nor seed that has been treated with a non-approved chemical seed treatment.

**COVER CROPS AND ROTATION:** Farmers must cover crop and rotate crops once they acquire land as a standard practice to maintain soil tilth and health. Cover cropping includes spring-planted varieties (e.g. oats and field peas, clover), summer varieties (buckwheat or sorghum-sudan grass), and fall-planted varieties (oats, winter rye and hairy vetch). Cover crop types and varieties should be chosen according to specific goals of the farmer (building organic matter, fixing nitrogen, suppressing weeds, etc.) Cover crop varieties planned should be included in the submitted Farm Management Plan.

Farmers must lease enough land for proper crop rotation. We recommend for all non-perennial farmers an equal number of acres in cover crops as in cash crops. A minimum of 2/3 tillable acreage in cash crop and 1/3 tillable acreage in cover crop is required. A winter cover crop on all parcels is required whenever possible. Lease agreements will be the same for cash crop and cover crop parcels.

Perennial crop farms do not need to maintain this ratio of cover crop to cropped land. However, farmers must rotate perennials when feasible.

Any farmer(s) that require an exemption from these protocols must request the exemption in writing.

**FERTILIZER/COMPOST APPLICATION:** Proper soil management is the responsibility of each farm. All materials applied to fields must meet the standards set by the NOP. A nutrient management plan in accordance with the Natural Resources Conservation Service and the Warren County Soil Conservation District must be written before raw or composted animal manure may be imported onto the site.

**WEED MANAGEMENT:** Preventing weeds from reseeding and regenerating is essential to sustainable farm management. Acceptable means of controlling weeds are as follows: mulching, mowing, hoeing, cultivating and torching with flame weeders. Farmers may not use chemical substances to control weeds unless approved for organic use by the NOP.

Farmers are responsible for making regular field inspections for weed growth. Fields, field edges and road sides are required to be regularly maintained.

**INSECT MANAGEMENT** requires attracting and encouraging beneficial insect populations as a means to balance populations of insect pests. Farmers are required to understand current organic methods of control, including crop rotation, row cover and screens, biocontrols, and approved products. They should be versed in monitoring techniques such as scouting and trapping. Synthetic pesticides that are not approved by NOP standards are not allowed. Farmers must keep records of all pest controls in a log from year to year. This log is subject to inspection by Foodshed Alliance staff and may be requested for annual reporting.

**DISEASE MANAGEMENT:** The Sustainable Agriculture Enterprise does not allow the use of non-NOP approved synthetic chemicals, fungicides, or bactericides. Acceptable controls include: crop rotation, promotion of air flow, diseased plant removal and disposal, tool

## **Foodshed Alliance Sustainable Agriculture Enterprise (SAGE)**

sanitation, restriction of foot traffic, cleanliness of clothing, boots, and gloves, straw mulch, black plastic mulch use, drip irrigation, and NOP-approved organic fungicides and biocontrols. Farmers need to be familiar with plant diseases and be able to identify them when they appear. Enterprise farmers must keep records of disease infections and controls to include in annual reports.

**CRITTERS:** Enterprise farmers are responsible for their own deer fencing and other systems to keep unwanted wildlife out of their fields. Possible wildlife includes deer, rabbits, voles, mice, raccoons, and groundhogs.

**IRRIGATION:** See section on Irrigation in previous section “Program Description and Standards.” All farmers are expected to be courteous with their irrigation usage, and stay to the cooperative schedule unless approved otherwise by the Foodshed Alliance.

**END OF YEAR REPORTS:** Farmers are required to submit an end-of-year report each year. End of year reports are due by December 1 each year. Starting in Year 2 and after, the End of Year Reports should also include a copy of the previous year’s Schedule F tax return. For example, with the December 2021 report, the farmer’s 2021 Schedule F should be included.

**EMPLOYEES:** Farmers may hire employees. Employees must be properly registered and paid according to all local, state, and federal labor regulations. It is the responsibility of the farmer to be aware of all relevant labor regulations, including payroll taxation, workers compensation, child labor, and minimum wage. Farmers are expected to provide their employees with adequate time for water, bathroom, and lunch breaks, as well as to provide adequate training on food safety measures, tool safety techniques, and other relevant matters.

**Foodshed Alliance Sustainable Agriculture Enterprise (SAGE)**

**Lease Rates**

Annual Operating Fee: \$250

Lease rate per acre per year: \$100 - \$150

# **Foodshed Alliance Sustainable Agriculture Enterprise (SAGe)**

## **Application Procedure**

Foodshed Alliance Sustainable Agriculture Enterprise applicants should apply with a completed application and Farm Management Plan. The plan should include the business concept, mission and goals, organizational details, market plan, financial plan, production plan, and risk management plan.

## **Application Requirements**

Applications may be emailed, or they may be typed and mailed, to Kendrya Close, Executive Director, at:

The Foodshed Alliance  
P.O. Box 713  
Blairstown, NJ 07825  
Kendrya@FoodshedAlliance.org

Applications must be submitted as one package that includes your cover letter, cover page, all farm plan sections and appendices. Applications received piecemeal or handwritten will not be accepted. Be concise whenever possible. This is a working document that will be useful to you as well.

The business/marketing plan should be primarily focused on the current year of production, but should also provide insight into the future. How far into the future you project, and with how much detail is up to you.

Please include a cover letter that describes your interest in Foodshed Alliance Sustainable Agriculture Enterprise and why you think that you are a good candidate to participate in this program.

# **Foodshed Alliance Sustainable Agriculture Enterprise (SAGE)**

## **Application Checklist**

Applications must include the following:

- Cover Letter
- Cover Page
- Executive Summary
- Personal Business Concept
- Description of how the business is organized
- Farm Management Plan
- Business/Marketing Plan
- Financial Plan
- Appendices
- Resume(s)
- Marketing materials
- Other documents that may be helpful in providing evidence of the robustness of your plan and your abilities.

Upon acceptance to the program Enterprise farmers will be expected to supply the following:

- Copy of Business Registration
- Copy of IRS EIN Confirmation Letter
- Copy of current liability insurance for minimum of \$1 million.
- Completed production plan for all crops/products



# **Foodshed Alliance Sustainable Agriculture Enterprise (SAGE)**

## **Appendix: Application Template**

### **Cover page**

2021 Farm Management Plan

Farm Business Name  
Business Address  
Business Phone Number  
Business Email

Logo (optional)

Your Name  
Home Address

# **Foodshed Alliance Sustainable Agriculture Enterprise (SAGe)**

## **I. Executive Summary** (250-word summary of your farm business.)

Summarize your goals, objectives, business structure, and marketing plan in a few sentences. State what you plan to grow. The executive summary will also state your projected income, costs and profit goal. Write this last. It is easiest to draw on sentence from each section.

## **II. Business Concept, Mission and Goals**

### **Mission Statement**

- What do you plan to produce?
- How do you plan to sell it?
- What is the purpose of the business? What does it provide the consumer that makes your business different and competitive?

Answers should be one short statement, such as “X Farm will provide fresh, organically grown tomatoes and specialty peppers to the Z Farmers’ Market, supplying local families with unique, specialty ingredients for salsas and summer garnishes.”

### **Goals**

- What is your personal goal for your new agricultural business? (e.g. to provide 50% of your income, and contribute positively to my community.)
- How much do you plan to sell?
- How many hours do you plan to work?
- How many people will be working on the farm/will you have employee?
- What is your profit goal?

## **III. Organizational Details**

### **Business Structure**

Describe the legal structure you chose for your business, who owns the business and their shares if there is more than one owner.

### **Government Regulations**

Describe any taxation and regulation you face in your agricultural business and how you plan to comply. Generally, businesses selling unprocessed fruits and vegetables have few regulations to comply with. To pay taxes as a farm business you must fill out at least an S4. See the IRS Farmers’ Tax Guide for more information <https://www.irs.gov/pub/irs-pdf/p225.pdf>.

### **Management Issues**

If you plan to have employees or co-own your business, please describe the responsibilities of each person. If you plan to hire outside labor, describe how you will recruit them and how you will comply with regulations such as workers’ compensation.

# Foodshed Alliance Sustainable Agriculture Enterprise (SAGE)

## IV. Marketing Plan

Please write a brief description in each of the following areas.

**Customer analysis:** Who are your customers? Describe them. What about them will make them want to buy your product?

**Competitive analysis:** Who are your competitors? What are their strengths and weaknesses?

**Market potential:** How much of your product do people want/are willing to buy?

**Production potential:** How much of the potential market can you provide?

**Marketing strategies:** Where do you plan to distribute your product (farmers' market, delivery, on farm sales, etc.) How will you use price and/or quality to get customers to buy your product? How do you plan to promote your product? Do you plan to advertise? Do you plan to use networking and/or social media to market your product?

## V. Financial Plan

### Budget

Create a budget similar to this example in Microsoft Excel, adding rows and columns as needed, and paste the resulting table into your farm plan. All costs and sales projections are best guesses. Include additional categories at needed.

Item	Quantity	Unit	Price	Total
<b>INCOME</b>				
Crop/Product #1				
Crop/Product #2				
Crop/Product #3				
Crop/Product #4				
<b>TOTAL INCOME</b>				
<b>EXPENSES</b>				
<i>Variable Costs</i>				
Seed				
Soil Amendments				
Pesticides (NOP guidelines)				
Materials				
Row Cover				
Irrigation infrastructure				
Mulch				

## Foodshed Alliance Sustainable Agriculture Enterprise (SAGe)

Marketing materials				
Tools				
Services				
Labor				
Soil testing				
Electricity				
<i>Total Variable Costs</i>				
<i>Fixed Costs</i>				
Annual operating fee				
Lease costs				
<i>Total Fixed Costs</i>				

### Cash Flow Statement

A cash flow statement divides income and expenses into a month by month basis. The purpose of the cash flow statement is to ensure that you have enough money to meet your expenses each month. Contact the Foodshed Alliance if you need a sample cash flow form.

### VI. Production Plan

Provide a production plan that covers your 4-6 main crop groupings. The format for this plan is flexible. Feel free to produce charts or maps rather than descriptions for some parts of this plan.

#### Soil Management Plan

- What is your plan to address the soil fertility needs of your 4-6 main crop groups? List crop needs as indicated by the most recent soil test and crop averages, what amendment you plan to use, the composition of the amendment and the amount you plan to apply.
- What is your plan to maintain and increase soil organic matter? Please describe any practices you plan to use including cover cropping, compost and manure applications. Include rates and timing when applicable.

#### Cropping Plan

- Seeding schedule
- Transplanting schedule
- Field Map (should include rotation for 2-3 years, bed spacing and planting arrangement and irrigation set-up)

# **Foodshed Alliance Sustainable Agriculture Enterprise (SAGe)**

## **Disease Management Plan**

- List key diseases for 4-6 of your main crops or groups of crops.
- Identify cultural controls you plan to use.
- Identify chemical controls allowed by NOP guidelines you plan to use if necessary.

## **Pest Management Plan**

- List key pests for 4-6 of your main crops or groups of crops
- Identify cultural controls you plan to use.
- Identify chemical controls allowed by NOP guidelines you plan to use if necessary.

## **Weed Management Plan**

- Identify weed management techniques for each group of crops (e.g. mulch, cultivation, hand hoeing).
- Describe how bed and row spacing will be integrated with your chosen weed management techniques.

## **VII. Risk Management Plan**

Farming is a risky business so please outline your plans for the following scenarios.

If everything goes according to plan:

- How do you plan to reinvest back into your business?
- What changes will you make for the following year(s)?

If you can only grow half of what you planned:

- Which expenses can you cut out?
- What changes, if any, will you make in your production plan for the remainder of the season, and what impact should those changes make?
- How will you respond to your customers, markets, etc.?

If you can only market (i.e. sell) half of what you grow:

- What will you do with your excess produce?
- What additional markets could you work with, etc.?