



## San Diego Farming For Profit

### Peer Group Financial & Ratio Benchmarks

Kitchen Table Consultants

[www.kitchentableconsultants.com](http://www.kitchentableconsultants.com)

PROFIT AND LOSS	Farm 2	Farm 3	Farm 4	Farm 7	Farm 11	Farm 5	Farm 6	Farm 8	Farm 9	Farm 10	Farm 12	High	Low	Avg	Med
Sales Range	Range 1	Range 1	Range 1	Range 1	Range 2	Range 2	Range 2	Range 2	Range 3	Range 3	Range 3	\$100,000	\$0	\$37,636	\$40,000
# of Employees												6	0	2	3
Acres Farmed												16	0	4	2
- COGS	\$1,838	\$5,400	\$24	\$5,450	\$400	\$20,000	\$4,000	\$23,100	\$5,400	\$39,000	\$47,000	\$47,000	\$24	\$13,783	\$5,400
Gross Profit	\$10,162	\$9,600	-\$24	-\$3,450	\$39,600	\$30,000	\$36,000	\$6,900	\$54,600	\$26,000	\$53,000	\$54,600	-\$3,450	\$23,853	\$26,000
- Opex	\$1,873	\$2,109	\$500	\$1,250	\$7,000	\$0	\$3,600	\$3,478	\$43,075	\$58,500	\$22,261	\$58,500	\$0	\$13,059	\$3,478
----Repairs & Maintenance	\$960	\$600	\$0	\$0	\$400	\$0	\$1,200	\$293	\$600	\$58,500	\$60,000	\$60,000	\$0	\$11,141	\$600
---- Water	\$1,200	\$0	\$15	\$0	\$200	\$0	\$0	\$0	\$36,600	\$0	\$0	\$36,600	\$0	\$3,456	\$0
- G & A	\$100	\$900	\$0	\$4,030	\$1,200	\$1,500	\$800	\$2,129	\$391	\$200	\$4,521	\$4,521	\$0	\$1,434	\$900
----Marketing	\$360	\$0	\$0	\$0	\$6,000	\$0	\$400	\$0	\$0	\$0	\$1,200	\$6,000	\$0	\$724	\$0
- Fixed	\$1,300	\$1,207	\$725	\$300	\$14,500	\$1,500	\$4,000	\$1,034	\$30,342	\$800	\$3,600	\$30,342	\$300	\$5,392	\$1,300
- Labor	\$0	\$0	\$0	\$0	\$0	\$0	\$20,000	\$0	\$0	\$0	\$23,000	\$23,000	\$0	\$3,909	\$0
- One Time	\$2,800	\$300	\$200	\$4,670	\$0	\$6,000	\$2,000	\$0	\$0	\$0	\$15,030	\$15,030	\$0	\$2,818	\$300
Net Profit	\$0	\$7,288	-\$500	-\$14,700	\$0	\$20,000	\$6,000	\$2,613	\$62,191	-\$35,000	\$31,797	\$62,191	-\$35,000	\$7,244	\$2,613
Net Profit as % of Sales	0%	49%	0%	-735%	0%	40%	15%	9%	104%	-54%	32%	104%	-735%	-54%	12%

  

OPERATIONAL DATA	Farm 2	Farm 3	Farm 4	Farm 7	Farm 11	Farm 5	Farm 6	Farm 8	Farm 9	Farm 10	Farm 12				
Sales Range	Range 1	Range 1	Range 1	Range 1	Range 2	Range 2	Range 2	Range 2	Range 3	Range 3	Range 3				
Number of Crops	20	20	40	20	40	3	125	30	1	1	60	125	1	32	20
Sales Channels/Customers															
--Farmers market		X		X	X		X			X	X				
--On Farm Sales		X	X		X	X					X				
-- Farm Stand					X		X			X					
-- Distributors					X				X	X					
-- Buying Clubs															
-- CSA	X							X		X	X				
-- ECommerce							X								
-- Direct Sales			X												
--Wholesale															
---- Retailers/Grocers											X				
---- Restraunts		X		X		X			X		X				
---- Institutions							X								
Team Hours Spent on farm/week															
-- Marketing Farm Product	7.5	2.5	25	2.5	15	30	2.5	2.5	2.5	2.5	15	30	3	10	3
-- Bookkeeping/Finance	2.5	2.5	2.5	2.5	2.5	30	2.5	2.5	2.5	2.5	2.5	30	3	5	3
Land owned or rented?	Rented	Rented	Rent	Rented	Owned	Owned	Rented	Rented	Own	Owned	Rented				
Initial Financing	Bank Loan,			Equipment			Friends &			Bank Loan			Equipment		
Growth Financing	Crowdfundi				Friends &		Friends &			Bank Loan			Equipment		
Ownership Structure	LLC	Sole Prop	Sole Prop	Sole Prop	Sole Prop	Sole Prop	LLC	LLC	Sole Prop	LLC	Partnership				

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KEY RATIOS		Farm 2	Farm 3	Farm 4	Farm 7	Farm 11	Farm 5	Farm 6	Farm 8	Farm 9	Farm 10	Farm 12					
Balance Sheet																	
Sales per Asset	\$4	\$8	\$0	\$0	\$3	\$0	\$1	\$1	\$0	\$0	\$4	\$8	\$0	\$2	\$1		
Sales per Debt	not reported	not reported	not reported	not reported	\$8	not reported	not reported	not reported	\$0	\$0	\$7	\$8	\$0	\$4	\$4		
P&L		Farm 2	Farm 3	Farm 4	Farm 7	Farm 11	Farm 5	Farm 6	Farm 8	Farm 9	Farm 10	Farm 12					
Sales Range	Range 1	Range 1	Range 1	Range 1	Range 2	Range 2	Range 2	Range 2	Range 3	Range 3	Range 3						
Expenses as a % of sales																	
- COGS	15%	36%	2%	273%	1%	40%	10%	77%	9%	60%	47%	273%	1%	52%	36%		
Gross Profit	85%	64%	-2%	-173%	99%	60%	90%	23%	91%	40%	53%	99%	-173%	39%	60%		
- Opex	16%	14%	35%	63%	18%	0%	9%	12%	72%	90%	22%	90%	0%	32%	18%		
----Repairs & Maintenance	8%	4%	0%	0%	1%	0%	3%	1%	1%	90%	60%	90%	0%	15%	1%		
---- Water	10%	0%	1%	0%	1%	0%	0%	0%	61%	0%	0%	61%	0%	7%	0%		
- G & A	1%	6%	0%	202%	3%	3%	2%	7%	1%	0%	5%	202%	0%	21%	3%		
----Marketing	3%	0%	0%	0%	15%	0%	1%	0%	0%	0%	1%	15%	0%	2%	0%		
- Fixed	11%	8%	50%	15%	36%	3%	10%	3%	51%	1%	4%	51%	1%	17%	10%		
- Labor	0%	0%	0%	0%	0%	0%	50%	0%	0%	0%	23%	50%	0%	7%	0%		
- One Time	23%	2%	14%	234%	0%	12%	5%	0%	0%	0%	15%	234%	0%	28%	5%		
Net Profit as % of Sales	0%	49%		-735%	0%	40%	15%	9%	104%	-54%	32%	104%	-735%	-54%	12%		
Sales																	
Sales per employee	\$ 12,000	\$ 15,000	\$ -	\$ 2,000	\$ 6,667	\$ 16,667	\$ 13,333	\$ 7,500	\$ 60,000	\$ 16,250	\$ 20,000	\$60,000	\$0	\$15,402	\$13,333		
Sales per acre farmed	\$ 48,000	\$ 75,000	\$ -	\$ 4,000	\$ 20,000	\$ 12,500	\$ 13,333	\$ 60,000	\$ 3,750	\$ 32,500	\$ 10,000	\$75,000	\$0	\$25,371	\$13,333		
Definitions																	
Sales per employee	Total Sales \$ divided by number of seasonal and year-round employees																
Sales per total acres	Sales \$ divided by total farm acres																
Sales per acre farmed	Sales \$ divided by acres actively farmed																
COGS as % of sales	Cost of Goods Sold divided by Total Sales																
Labor as % of sales	Total Labor \$ divided by Total Sales																
Gross Margin	Gross Profit / Total Sales																
Marketing as % of sales	Reporting marketing spend (what's included likely varies by farm) divided by Total Sales																
Repair/Maintenance as % of	\$ spent on repair/maint. of vehicles, equipment and structures divided by total expenses (not incl. COGS)																
\$ of Sales per \$1 of Fixed Assets	Sales \$ divided by recorded worth of land, buildings and equipment/vehicles																
Net Worth/Owners Equity	Total Assets minus Total Liabilities																
COGS	Costs that can be directly traced to produce sold - ie seeds, fertilizer, etc. Labor was excluded.																
Opex	Operating Expenses--expenses that generally go up and down with sales, but aren't resold: Vehicles, repairs, etc.																
G & A	Marketing, Advertising, Office Supplies, Technology, Etc.																
Fixed	Rent, Business Insurance, Depreciation, Interest																
Labor	Employee expenses including management and direct labor, workers comp, benefits and taxes.																
Sales Ranges:																	
- Range 1	Under 25K																
- Range 2	25-59K																
- Range 3	60K+																