



Provided by Kitchen Table  
Consultants and CHIP's  
Farm to Institution Center

**SAN DIEGO  
FARMING 4 PROFIT  
WORKSHOP #1**

April 10, 2019



## WHO WE ARE

A COLLECTIVE OF  
ENTREPRENEURS HELPING  
PASSIONATE FARMERS, FOOD  
SYSTEM PROFESSIONALS, AND  
ECONOMIC DEVELOPMENT  
GROUPS, BUILD LASTING,  
PROFITABLE, LOCALLY-  
FOCUSED BUSINESSES.



COAST TO COAST ★ 267.606.0391

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# WHAT WE DO

**ORGANIZATIONAL STRATEGY & DEVELOPMENT**

**MANAGEMENT CONSULTING**

**FINANCIAL CONSULTING**

**EDUCATION & TRAINING**

**MARKETING STRATEGY & EXECUTION**

**NON-PROFIT & REGIONAL FOOD SYSTEM  
DEVELOPMENT**



# OUR 4 TENETS

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## **1. WE'VE WALKED A MILE IN YOUR SHOES.**

Our team has spent more time in the trenches than consulting. We know what it feels like to make payroll, hire, fire, motivate, sell and run businesses.

## **2. THERE'S NO BS**

We're not worried about our next paycheck, we will tell you what we're thinking, even if you don't like it and even if we're wrong—we're going to be honest, period.

## **3. WE ROLL UP OUR SLEEVES, RIGHT ALONGSIDE YOU.**

We act like a partner without equity.

## **4. WE ARE COMMITTED TO PROVIDING YOU MORE VALUE THAN THE COST OF OUR SERVICES.**

What keeps us up at night is that you make more money than our costs. We also aim to teach you the skills you need to graduate from our services.



# CHIP's Farm to Institution Center



**Mission:** To create a **healthy and sustainable local food system**, focusing primarily on the connection between local farm and institution as a pathway of good food into the San Diego community.

## Our Work:

- Support Small Farmers
  - Capacity-building workshops, one-on-one support
- Support School Districts & Institutions
  - Collaborative groups, workshops, resource sharing
- Connect Institutions to Local Growers





A close-up photograph of several garlic bulbs and loose cloves inside a light-colored burlap bag. The garlic has a pinkish-cream hue. The bag's texture is visible, and some dried stems are also present.

# SELF ASSESSMENT

5 minute paper form  
Please use your name  
Will be kept private







# AGENDA

- |             |                              |
|-------------|------------------------------|
| 10-10:15    | Program overview             |
| 10:15-10:45 | Farmer introductions 4 farms |
| 10:45-11:30 | Case study                   |
| 11:30-12    | Group benchmarking report    |
| 12-12:35    | Lunch                        |
| 12:35-1:20  | Guest speaker, Mike Reeske   |
| 1:20-1:30   | Wrap up and next steps       |





## WORKSHOP FORMAT

## APRIL 10, 10AM-1:30PM WORKSHOP #1

- Case Study - one farm each session will be selected to serve as a case study for group discussion. Your surveys will help us choose a theme that is important for your businesses.
- Benchmarking - we'll show you comparisons across farms for key and ratios and numbers
- Industry Expert(s) - each workshop will be capped off with either a farmer and/or buyer(s), or other relevant presenters offering insight, again responding to your needs based on your survey.







# INDUSTRY EXPERT

# MIKE REESKE RIO DEL RAY FARMS

## Defining Success & Profitability

- Farmer to farmer interactive talk
  - Why are we here today?
  - Lessons learned
  - Major obstacles to overcome
  - Pathways to growth
  - Making money
  - Tracking your success
  - Reinventing yourself



A close-up photograph of several ripe blueberries, showing their characteristic blue color and waxy texture. The berries are clustered together, filling the top and bottom portions of the slide.

## PROGRAM OVERVIEW

## 2 YEARS OF NO COST TECHNICAL ASSISTANCE

- Four quarterly group sessions, beginning April 10. Sessions will be Wednesdays from 10 to 1:30, with a networking lunch included. April, July, & October 2019, and January 2020.
- One hour of monthly one-on-one technical assistance and coaching check-ins for each participant (virtual or on-site) in 2019 and quarterly sessions in 2020.



## PROGRAM OVERVIEW

## SPECIALTY CROP BLOCK GRANT FUNDING

To specifically address the needs of small farm owners in San Diego County for business management technical assistance, we are creating The Farmers' Roundtable & Business Training Program. Its purpose is simple: to provide ACTIONABLE business guidance and support from a business mentor, as well as facilitated group sessions to discuss relevant business topics with other farmers. The group "Round Table" session topics will include bookkeeping consistency, financial analysis, opportunity assessment, budgeting, sales planning, and marketing execution. Our outcome measures include 1. increased sales and profitability by farm 2. Jobs maintained 3. Small businesses maintained.







## PROGRAM OVERVIEW

## GOALS & RESULTS

- Putting regular time and attention to your books and your budget will lead to new business insights and pro-active strategies; from which you can expect improved growth
- Participating growers can anticipate marked improvements in sales and profitability, while building a strong foundation for long-term financial success, and securing a network of industry experts and fellow farmers that you can lean on for a lifetime.



# PROGRAM OVERVIEW

## THE CURRICULUM

- Review whole farm budgeting, enterprise budgeting, benchmarking, and bookkeeping, with an emphasis on HOW your farm business makes a profit.
- Explore sales training and crop costing, in order to determine your profitable price points.
- Join a cohort of your peers being brutally honest about their operations and sharing their shortcomings and successes.





## PROGRAM OVERVIEW

## WHY THE ROUNDTABLES

- Gain a support network of business peers
- Benefit from a KTC facilitator
- Engage in timely discussions on critical business issues
- Compare your monthly financial report to others in your group and industry
- Utilize KTC's toolkit to level up your business finance skills







# **BENEFITS OF BEING VULNERABLE**

## **Personal and Professional Growth**

- The only way to learn the hard questions and get the answers is to be willing to share your data
- Numbers will be kept anonymous
- Cohesion within the group; trust
- Access to data of business with common goals and challenges; insight into how you differ



# WHY THE COACHING

- Get personalized support to integrate the tools learned in the workshop
- Get help with your homework to prepare for the next lesson
- Customize what you are learning to your unique farm business
- Get coaching and mentorship when opportunities or problems arise





A top-down view of several broccoli florets scattered on a light green, textured surface. The florets are in various sizes and orientations, showing their characteristic green heads and white stems.

# FARMER INTRODUCTIONS

1 minute elevator speech

Name

Farm name

Products & sales channels

Program goals







# 4 FARMS CASE STUDY: GETTING FINANCIALLY NAKED

Roundtable Case Study  
with Real Numbers  
from Real Farms







# 4 FARMS CASE STUDY: GETTING FINANCIALLY NAKED

Part 1: Using reports & ratio analysis

Part 2: Diving deeper with benchmarking

4 groups - your farm's case

Group sharing

Benchmarking review

Discussion and integration







## OUR INTENT TODAY

- Show the value of financial collaboration
- Practice skills and gain comfort with ratio analysis and benchmarking reports



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# AGENDA

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Roundtable Case Study, 4 Groups

- Internal group questions
- Group information sharing
- Financial ranking information
- Moderated Q & A
- Conclusions
- KTC's Take Home Lessons
- Next Steps
- Questions



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# CASE STUDY

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## Financials of Four Real World Farms





## ROUNDTABLE CASE STUDY

- Break into 4 groups
- Read your intro
- Review financials, ask 2-3 clarifying questions of your moderator
- Answer your 4 case study questions and choose a spokesperson from your group



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# ROUNDTABLE CASE STUDY

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## Internal Group Questions

- Has the business gotten more efficient year on year?
- Where does the business have the greatest opportunity for improvement?
- What's the most important question you would ask an advisor who knows about this business? What question needs to be asked?
- What's the most important number they need to focus on in the next 12 months?



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# ROUNDTABLE CASE STUDY

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Group Info Sharing



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# ROUNDTABLE CASE STUDY

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## Financial Ranking Information

- Why are financial ratios important?
- What can we learn from this exercise about our own business?
- Who do we want to network with and learn from?
- How can we help others?







# KEY RATIOS, SORTED



Rank	Farm/ Year	Sales per employee	Farm/ Year	Sales per total acres	Farm/ Year	COGS as % of sales	Farm/ Year	Marketing as % of sales	Farm/ Year	\$ of Sales per \$1 of Fixed Assets
1	#2-18	\$ 49,384	#3-18	\$30,627	#1-17	40%	#2-17	9%	#1-17	\$ 11.56
2	#2-17	\$ 41,841	#3-17	\$27,799	#1-18	38%	#4-17	8%	#2-17	\$ 6.57
3	#1-17	\$ 38,158	#2-18	\$13,169	#4-17	17%	#2-18	4%	#1-18	\$ 6.06
4	#3-18	\$ 26,632	#2-17	\$11,158	#4-18	16%	#4-18	3%	#3-17	\$ 3.66
5	#3-17	\$ 24,173	#4-17	\$6,540	#2-18	12%	#3-18	1%	#3-18	\$ 3.28
6	#1-18	\$ 20,254	#4-18	\$5,572	#3-17	10%	#1-17	1%	#4-18	\$ 1.52
7	#4-17	\$ 19,621	#1-17	\$4,579	#3-18	10%	#1-18	1%	#4-17	\$ 1.51
8	#4-18	\$ 16,715	#1-18	\$2,430	#2-17	6%	#3-17	0.4%	#2-18	\$ 0.40
Rank	Farm/ Year	Labor as % of Sales	Farm/ Year	Sales per acre farmed	Farm/ Year	Gross Margin	Farm/ Year	Repair/Maint as % of expenses	Farm/ Year	OpEx as % of Sales
1	#4-18	53%	#3-18	\$40,835	#2-17	94%	#1-18	15%	#2-17	20%
2	#2-18	52%	#2-18	\$39,507	#3-18	90%	#1-17	8%	#1-17	20%
3	#4-17	45%	#3-17	\$37,066	#3-17	90%	#2-17	4%	#1-18	19%
4	#3-17	41%	#2-17	\$33,473	#2-18	88%	#4-17	3%	#3-18	14%
5	#3-18	41%	#1-17	\$15,263	#4-18	84%	#3-17	3%	#3-17	13%
6	#2-17	26%	#4-17	\$14,015	#4-17	83%	#4-18	3%	#2-18	11%
7	#1-17	18%	#4-18	\$11,939	#1-18	62%	#2-18	2%	#4-17	10%
8	#1-18	7%	#1-18	\$8,101	#1-17	60%	#3-18	2%	#4-18	8%

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# ROUNDTABLE CASE STUDY

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Moderated Q & A

- If your group could ask 2 questions of any other business in the study, what would they be?

*Let's answer them and learn!*





# FINANCIALS - ALL 4 FARMS



PROFIT AND LOSS	2018	2017	2018	2017	2018	2017	2018	2017
	Farm 1	Farm 1	Farm 2	Farm 2	Farm 3	Farm 3	Farm 4	Farm 4
Sales	\$ 121,522	\$ 228,945	\$ 197,537	\$ 167,364	\$ 612,531	\$ 555,983	\$ 83,573	\$ 98,105
- COGS	\$ 45,901	\$ 92,498	\$ 24,464	\$ 10,783	\$ 63,147	\$ 57,876	\$ 13,403	\$ 17,004
Gross Profit	\$ 75,621	\$ 136,447	\$ 173,073	\$ 156,581	\$ 549,384	\$ 498,107	\$ 70,170	\$ 81,101
	62%	60%	88%	94%	90%	90%	84%	83%
- Opex	\$ 23,648	\$ 44,856	\$ 21,040	\$ 33,505	\$ 87,779	\$ 71,336	\$ 6,939	\$ 9,658
----Repairs & Maintenance	\$ 12,277	\$ 12,527	\$ 4,568	\$ 6,290	\$ 8,975	\$ 10,887	\$ 2,384	\$ 3,457
- G & A	\$ 9,449	\$ 25,872	\$ 20,642	\$ 38,640	\$ 12,270	\$ 25,502	\$ 14,449	\$ 23,863
----Marketing	\$ 733	\$ 1,935	\$ 8,443	\$ 14,246	\$ 5,674	\$ 2,434	\$ 2,748	\$ 7,749
- Fixed	\$ 23,789	\$ 21,331	\$ 6,750	\$ 12,992	\$ 16,971	\$ 18,604	\$ 19,320	\$ 20,383
- Labor	\$ 8,091	\$ 41,798	\$ 103,596	\$ 42,715	\$ 252,641	\$ 229,436	\$ 44,236	\$ 43,679
- One Time	\$ 5,428	0	\$ 32,659	\$ 5,330	\$ 30,320	\$ 21,550	0	0
Net Profit	\$ 5,216	\$ 2,590	\$ (11,614)	\$ 23,399	\$ 149,403	\$ 131,679	\$ (14,774)	\$ (16,482)
Net Profit as % of Sales	4.3%	1.1%	-5.9%	14.0%	24.4%	23.7%	-17.7%	-16.8%

BALANCE SHEET	2018	2017	2018	2017	2018	2017	2018	2017
	Farm 1	Farm 1	Farm 2	Farm 2	Farm 3	Farm 3	Farm 4	Farm 4
Total Long Term Debt	\$ 55,110	\$ 36,125	\$ 309,360	0	34,408	15,344	\$ 54,180	\$ 61,163
Assets: Long Term (land and buildings)	\$ 15,218	\$ 14,968	\$ 470,000	0	\$ 147,379	\$ 145,135	0	0
Assets: Short Term (equipment, accounting for depreciation)	\$ 4,843	\$ 4,843	\$ 25,472	\$ 25,472	\$ 39,497	\$ 6,587	\$ 55,068	\$ 65,169
A/P	0	0	0	0	\$ 2,432	\$ 6,188	\$ 1,166	\$ 560
A/R	\$ 6,052	\$ 1,438	\$ 1,230	\$ 895	\$ 5,800	0	\$ 4,269	\$ 2,138
Equity	\$ (111,159)	\$ (89,521)	\$ 182,643	\$ 54,183	\$ 155,836	\$ 130,190	\$ (7,417)	\$ 3,253





# FINANCIALS - ALL 4 FARMS



OPERATIONAL DATA	Farm 1		Farm 2		Farm 3		Farm 4	
Years in Business	9		5		25		10	
Total Acres	50		15		20		15	
Vegetable Acres Farmed	15		5		15		7	
Sales Channels/Customers	200 CSA, 3 Markets, 10 Whls		75 CSA, Farm Stand, 3 Markets		150 CSA, 3 Markets, 45 Whls		100 CSA, 1 Market, 5 Whls	
Number Seasonal Employees	4		3		20		4	
Number Non-Seasonal Employees	2		1		3		1	
Land owned or rented?	Owned		Owned		Owned		Rented	
Initial Financing	FSA Loan		Mortgage		self		Self	
Growth Financing	Family		VAPG		self & mortgage		FSA Loans	
Ownership Structure	S corp		Sole Prop		LLC		LLC	

KEY RATIOS	2018 Farm 1		2017 Farm 1		2018 Farm 2		2017 Farm 2		2018 Farm 3		2017 Farm 3		2018 Farm 4		2017 Farm 4	
Sales per employee	\$	20,254	\$	38,158	\$	49,384	\$	41,841	\$	26,632	\$	24,173	\$	16,715	\$	19,621
Sales per total acres	\$	2,430	\$	4,579	\$	13,169	\$	11,158	\$	30,627	\$	27,799	\$	5,572	\$	6,540
Sales per acre farmed	\$	8,101	\$	15,263	\$	39,507	\$	33,473	\$	40,835	\$	37,066	\$	11,939	\$	14,015
COGS as % of sales		38%		40%		12%		6%		10%		10%		16%		17%
Gross Margin		62%		60%		88%		94%		90%		90%		84%		83%
OpEx as % of sales		19%		20%		11%		20%		14%		13%		8%		10%
Labor as % of sales		7%		18%		52%		26%		41%		41%		53%		45%
Marketing as % of sales		1%		1%		4%		9%		1%		0.4%		3%		8%
Repair/Maintenance as % of expenses		15%		8%		2%		4%		2%		3%		3%		3%
\$ of Sales per \$1 of Fixed Assets	\$	6.06	\$	11.56	\$	0.40	\$	6.57	\$	3.28	\$	3.66	\$	1.52	\$	1.51

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# ROUNDTABLE CASE STUDY

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## Conclusions

### *What's next?*

- Talk about how to measure gross profitability across different enterprises and best practices
- Ask one farm to prepare discussion for case study on employee productivity
- Open moderated discussion about assets, debt and the balance sheet
- New sales opportunities

*This is what we see. What do you see? What would you want if this was your group?*





## KTC'S TAKE HOME LESSONS

- Ratios
- Organizing Chart of Accounts
- Standardizing Financials



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# KTC'S TAKE HOME LESSONS

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## Worksheet of Ratios

- Sales per Employee
- Labor as % of Sales
- Gross Margin
- Inventory Turns
- Average Pay per Employee
- \$ of Sales per \$1 of Assets
- Total Sales / Number Employees
- Total Labor \$ / Total Sales
- Gross Profit / Total Sales
- Gross Profit / Year End Inventory
- Total Labor / Number Employees
- Total Sales / Assets (Equipment)



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# TAKE HOME LESSONS

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## Chart of Accounts Basic Theory

### Seven Numbers

- Sales
- Cost of Goods Sold (COGS)
- Labor
- General and Admin (G&A)
- Operating Expenses
- Fixed Expenses
- One-Time Expenses





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# CHART OF ACCOUNTS

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## Overview

- Income
- Cost of Goods Sold (COGS)  
➔ Gross Profit
- Operating Expenses
- Labor
- General + Administrative
- Fixed Expenses
- One-Time Expenses  
➔ Net Profit

*You don't need a category  
for everything. What you  
DO need to see is TRENDS.*





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## TAKE HOME LESSONS

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*Standardize financials, so  
you can have meaningful  
conversations comparing  
apples to apples.*







# SDF4P ROUNDTABLE BENCHMARKING REPORT

Document review  
Moderated discussion



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# BENCHMARKING REPORT

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What are we trying  
to understand with  
this report?

- Where do I fall within the pack? Relationship to High, Low, Average & Median.
- Confirm or deny suspicions about where we need to make change
- Come to conclusions and take action based your goals
- Gain insight from looking at key ratios



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# ROUNDTABLE CASE STUDY

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## Financial Ranking Information

- What can we learn from this exercise about our own business?
- Who do we want to network with and learn from?
- How can we help others?





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# ROUNDTABLE CASE STUDY

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Moderated Q & A

- If your group could ask 2 questions of any other business in the study, what would they be?

*Let's answer them and learn!*





# OPERATIONS - GROUP REPORT



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
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
-- Bookkeeping/Finance	2.5	2.5	2.5	2.5	2.5	30	2.5	2.5	2.5	2.5	2.5
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

# FINANCIALS - GROUP REPORT

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%





# FINANCIALS - GROUP RATIOS

KEY RATIOS	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
<b>Balance Sheet</b>															
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
<b>P&amp;L</b>															
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%
<b>Sales</b>															
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





## OUR JULY ROUNDTABLE

***Be prepared and  
help improve our impact***

- standardize financials with coaching help
- keep your numbers up to date monthly (with our help)
- submit your pre session survey







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## LUNCH BREAK

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Networking time  
Meet your peers  
Meet your instructors  
Dates for next workshops





A top-down photograph of a metal scoop filled with black-eyed peas, with more peas scattered on a grey surface around it. The scoop is positioned diagonally from the bottom left towards the center.

## GUEST SPEAKER: MIKE REESKE

Rio Del Ray Farm  
Defining Success & Profitability

Farmer to farmer discussion  
Q&A and comments  
encouraged!!!







## WRAP UP & NEXT STEPS

Coaching sessions  
Commitment to this group  
Record keeping  
Homework for next meeting





# YOUR HOMEWORK

- Make a calendar commitment!
- Mark you calendars for the other 3 workshops
- Sign up for your May & June TA times





# YOUR HOMEWORK

- Make a record keeping commitment!
- Weekly "ritual" time for numbers
- Standardize your COA
- Keep your data reconciled (10th of each month)
- July 15th - next survey







## YOUR HOMEWORK

- Teamwork makes the dream work!
- The collaborative effort of the whole group is essential to ensure each farmer has a valuable experience.
- Stay committed and you'll see the benefits.







# SELF ASSESSMENT

5 minute paper form  
Please use your name  
Will be kept private





• BE IN TOUCH •

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