

*Funded by: Specialty Crop  
Block Grant 2019-2020,  
award # 18-0001-040-SC*

# SAN DIEGO FARMING FOR PROFIT

A cohort based business and financial education program for farmers



[kitchentableconsultants.com](http://kitchentableconsultants.com)  
[Rebecca@kitchentableconsultants.com](mailto:Rebecca@kitchentableconsultants.com)

# Table of Contents

**San Diego Farming for Profit**  
 A cohort based business and financial education program for farmers



- Program Background** ..... 3
- The Problem ..... 3
- The Solution ..... 3
- Program Objectives & Plan** ..... 4
- Original Grant Application ..... 4
- Original scope ..... 4
- Summary of Key Outcomes ..... 5
- Program Team & Organizations ..... 7
  - Kitchen Table Consultants ..... 7
  - Taste Profit Marketing ..... 8
  - Farm to Institution Center ..... 8
- Execution of Program Objectives** ..... 9
- Outreach & Onboarding: *Course Sign Up* ..... 9
- Curriculum ..... 10
  - Workshop 1: April 2019 ..... 10
  - Workshop 2: July 2019 ..... 13
  - Workshop 3: October 2019 ..... 15
  - Workshop 4: January 2020 ..... 18
  - Coaching ..... 21
- Impact & Program Results ..... 24
  - Workshop Surveys ..... 24
    - Mid Project Survey, End of year 1 ..... 24
    - End of Year 2 ..... 25
  - Value of coaching ..... 26
- Challenges ..... 29
  - What we learned about benchmarking groups ..... 29
  - What we would do differently next time..... 29



[kitchentableconsultants.com](http://kitchentableconsultants.com)  
[Rebecca@kitchentableconsultants.com](mailto:Rebecca@kitchentableconsultants.com)



# Program Background

## The Problem

San Diego has more small farms than any other county in the nation, leading to a clear need for farmer business planning and implementation support (USDA; Farm Bureau of San Diego County). Specialty crop sales and farms are declining in San Diego County. From 2007 to 2012, San Diego County lost 1,000 farms. From 2015 to 2016, specialty crop vegetable sales fell over \$28 million in the county. With farm sales trending downward and the high cost of production, now is the time to change this path.

A farmer needs assessment conducted by San Diego Food Systems Alliance in 2015 cited business and marketing skills as the top barriers to successful farming. 70% of respondents were seeking help with business planning. The top strategies for overcoming barriers included farming mentors (65%), farm organizations and networks (51%), and beginning farmer training programs (46%). Small farm growth is nearly impossible for the many farmers without business education.

## The Solution

This project was developed in response to the needs expressed by farmers for business training in two different survey assessments: 1) San Diego New and Young Farmer Needs Assessment (2015), with 68 specialty crop respondents; 2) University of California, San Diego's (UCSD) Urban Growers' Collaborative Project (2017), with nine urban specialty crop farm respondents.

The 2-year, monthly program provided farmers with both quarterly group sessions (3 hours each) and 8 one-on-one coaching sessions in the first year. The 2nd year focused on individual, quarterly business coaching sessions of 2 hours each. Because respondents found business planning and marketing technical assistance to be the most immediate needs (followed by training for accessing capital or credit), the project's expert-facilitated sessions included creating pro forma budgets, planning for financial goals, and developing marketing plans. Group financial benchmarking showed farmers where costs were excessive and spurred corrective solutions. In the second year, one-on-one coaching guided farmers to take action on financially focused business plans, pro forma budgets, planning for financial goals, and developing marketing plans. Group financial benchmarking showed farmers where costs were excessive and spurred corrective solutions. In the second year, one-on-one coaching guided farmers to take action on financially focused business plans.

This project offered services currently unavailable for local farmers to develop business acumen to assess challenges, adjust operations, and evaluate progress to grow their businesses. Furthermore, we created and facilitated a farmer network for group support beyond the classroom. This program provided local farmers the mentorship, education, and tools to develop business plans and take actions to grow their operations.



## Program Objectives & Plan

### Original Grant Application

The Farmers' Roundtable & Business Training Program will create a "20 group" for farmers. A 20 group is a proven business improvement program where business owners have a mentor-led forum to discuss best practices, new ideas and financial comparisons to improve business performance and profitability. Our "Round Table" sessions will offer: (1) financial benchmarking & problem solving in a cohort setting (2) a case study learning experience (3) an hour of programmed curriculum. Topics include bookkeeping consistency, financial analysis, opportunity assessment, budgeting, sales planning, and marketing tactics and execution, in addition to outside one-on-one coaching. By reviewing financials formally and regularly we can benchmark revenue and profit improvements for specialty crop farmers, which is our indicator for success. In San Diego County from 2015-2016 vegetable sales have fallen over \$28 million, our specialty crop farmers are at risk and in need of help.

### Original Scope

For San Diego County farmers, vegetable sales fell over \$28 million from 2015-2016. Farming costs have also swelled, with water costing up to 30 times as much as in the neighboring Imperial County. Given these and other factors, the need for business excellence is important to farm sustainability. To address this need, Kitchen Table Consultants will develop The Farmer's Roundtable and Business Training Program. This business improvement program will use mentor-led forums to educate farmers on best practices, new ideas, and financial comparisons to improve business performance and profitability for 20 San Diego specialty crop farmers. Topics include bookkeeping consistency, financial analysis, opportunity assessment, budgeting, sales planning, and marketing tactics and execution, in addition to outside one-on-one coaching. Success will be based on financial reviews of sales growth. Based on the program, five-year revenues for farmers are anticipated to increase by 75 percent (\$450,000).



## Objectives include:

- Objective 1:** Select farmers to participate in the course via an online application process. Promote the course to drive widespread applications from across San Diego County.
- Objective 2:** Develop the curriculum for the quarterly business roundtable sessions, and host one session, each quarter.
- Objective 3:** Perform one-on-one coaching and technical support sessions with the farmers participating in the roundtable, to integrate the concepts learned into their business operations.
- Objective 4:** Hold quarterly office hours after the roundtable program has been completed to continue supporting farmers in integrating the curriculum into their operation.
- Objective 5:** Track and publish project results.



## Project Beneficiaries:

*Estimated number of project beneficiaries: 20*

The project beneficiaries are the specific young, beginning, and urban farmers that will participate in this educational cohort program. The project objective is to provide mentor-led business training and technical assistance in an intensive environment to create a forum to discuss best practices, new ideas, and financial strategies to improve business performance and profitability. By participating regularly in a group that focuses attention and fresh tools towards business improvement, specialty crop growers will see marked improvements in sales and profitability, building businesses that have a strong foundation for long term success. Because the objectives are to increase sales and profitability for growers, farmer success is directly linked to the success of the project. In other words, the business training will support improved farming operations, leading to methods of optimizing specialty crop sales and improve farm business viability.

This farm business training project is designed for the benefit of a participating group of young, beginning, and urban specialty crop growers in San Diego County, creating shareable data on best practices, financial benchmarks, and working models to improve viability. This project will create resources to benefit the whole industry based on lessons learned from the sessions, such as statistics for beginning farmers on best practices for labor costs or other direct inputs as a percent of sales, or the marketing dollars required for measured increases in sales; rarely known before creating a farm's first budget. This project will produce specific business statistics that are currently an enigma. This project will benefit the California specialty crop industry because, once developed, it is an easily repeatable model that will be refined on each successive iteration for improved effectiveness for each new farmer group. The curriculum materials can be posted online for others to use in training.

## Expected Measurable Outcomes

### **USDA SCBG Outcome 1: Enhance the competitiveness of specialty food crops through increased sales.**

- **Indicator 1:** Sales increased from \$600,000 to \$800,000 and by 33 percent as a result of marketing and/or promotion activities.
- **Description of data collection methods:** Project staff will be collecting quarterly profit and loss statements, year-over-year, from participating farmers in the cohort. Project staff will make all data anonymous, so that participants may benefit and learn from the other farms' financial strategies. This data will be tracked for reporting and success measurement of the program.
- **Description of activities to monitor and report on outcomes:** Project staff will produce a financial benchmarking report with data from participating farms each financial quarter throughout the two-year program.

### **USDA SCBG Outcome 8: Enhance the competitiveness of specialty crops through enhancing or improving the economy as a result of specialty crop development.**

- **Indicator 3:** 40 jobs maintained/created.
- **Indicator 4:** 20 small businesses maintained/created.
- **Description of data collection methods:** The twenty participating farms will be surveyed on business sustainability and expansion.
- **Description of activities to monitor and report on outcomes:** In December of 2018, and March and June of 2019, participating farmers will take surveys that include questions about their sales, employees, and intentions of staying open for business, providing a figure on the number of jobs and small businesses maintained.



# Program Team & Organizations

## Kitchen Table Consultants



### *Key Personnel Contact Information:*

*Rebecca Brumberg Frimmer, Senior Staff Consultant  
Rebecca@kitchentableconsultants.com*

**Kitchen Table Consultants** is the lead organization behind this educational program, entitled San Diego Farming for Profit (SDF4P). Since 2009, Kitchen Table Consultants (KTC) has committed to serving the financial consulting needs of food and farm businesses all over the United States. Our purpose is to pursue a more sustainable future of food by strengthening the resilience and financial viability of farm and food businesses. We have first hand experience with how combining training, technical assistance, peer networks and precise one-on-one coaching for business owners and leaders increases profitability and strengthens the food system.

Before launching the San Diego Farming for Profit project, KTC spent more than five years developing farmer roundtable and benchmarking concepts; always seeking the opportunity to refine a cohort program. In 2016, we secured a grant in cooperation with the Pennsylvania Department of Agriculture, which was used for a 2017 intensive group training as well as one-on-one coaching. That program and collaboration blossomed into 4 years of evolving, extraordinary work that has served several cohorts of experienced farmers with general business management training and specific tools used for answering critical business questions. The program we originally developed has become an annual 2-day intensive training followed by a year-long roundtable of peers discussion that tackle the most difficult financial questions facing owners in agricultural businesses; thus building the resilience of participants. We are so proud of the business owners that participated.

This project was led by Rebecca Brumberg-Frimmer. Prior to joining KTC in 2014, Rebecca has been a business owner and a marketing and management professional. She specializes in working with established start-ups in their first or second growth phase, but also enjoys working with nonprofits and more mature businesses. Rebecca has also served as adjunct faculty with Temple University's MBA program in the strategic marketing course. As a former business owner, Rebecca can relate to the pressures of finding time to work ON your business (instead of IN it). Rebecca's practice in business planning, financial analysis, marketing execution plans, sales coaching, and operations management touches on nonprofit and for profit organizations, urban farming, pastured livestock operations, veggie farms, retail stores, CSA, direct marketed farm products, artisan food product manufacturing businesses, E-commerce, event production, and feasibility studies related to potential outcomes for farms or regional food systems planning. Rebecca holds a Master's Degree in Business Administration (MBA) in Entrepreneurship & Small Business Development from George Washington University, and an undergraduate degree in Marketing from Penn State University.

## Taste Profit Marketing



### *Key Personnel Contact Information:*

Noah Munro, Founder, Food Business Consultant  
Noah@tasteprofit.com

**Taste Profit Marketing (TPM)** is a unique food/farm business consulting firm specializing in serving the food sector with experienced advice, guidance, and support to help businesses achieve their goals and grow profits. TPM specializes in consulting services, but also recognizes that sometimes execution support is what is needed most. For this reason, TPM uses a team of marketing experts to provide expertise in the areas of graphic design, search engine optimization, website design, E-commerce implementation, email marketing content development and social media content development.

TPM's role in the project was to provide an initial marketing evaluation and up to 7 hours of specialized marketing contract work for each farm business in the program to help with implementing strategies to grow sales or creating materials needed to grow sales. Taste Profit Marketing utilizes a team of marketing experts in the area of graphic design, search engine optimization, website design, E-commerce implementation, email marketing content development and social media content development.

## Farm to Institution Center



### *Key Personnel Contact Information:*

Dane Petersen, Program Coordinator; The Farm to Institution Center  
dpetersen@sdchip.org

**The Farm to Institution Center (F2I)** in San Diego is a non profit organization within CHIP, Community Health Improvement Partners. Their mission is to promote healthy local communities and build a vibrant agricultural scene through facilitation, collaboration, and education. One of their 3 goals is to support farmers in the creation of a vibrant, diverse, and growing local agricultural scene. Because of F2I's relationships with local farmers and food buyers, and their history of providing educational opportunities for farmers in San Diego County, KTC and F2I collaborated on the creation of this project to help farmers succeed in business. F2I's role was to lead the outreach and onboarding efforts for the program, and support the educational workshops and coaching over the 2 year period.

Community Health Improvement Partners (CHIP) has cultivated strong relationships with San Diego County growers and institutional buyers. These farm to institution (F2I) relationships were built through CHIP's food service collaborative groups that have catalyzed increased procurement of California-grown specialty crops. In the 2016-17 school year, San Diego County schools procured \$6 million of California grown specialty crops. However, per the 2018 San Diego Grower Needs Assessment, farmers face major challenges to business viability due to a lack of farm business planning, regulatory, and crop planning support. CHIP will coordinate San Diego specialty crop supply with institutional demand to increase access and consumption, using CHIP's food service groups to specify product demand and local grower sessions to adjust supply. Intertwined with this, experts in farm business planning, regulations, and crop planning will support growers sustaining profitability.

During this project, F2I experienced many staffing changes, and therefore the team shifted a number of times. The originally scoped project team is no longer in place at F2I. Project contributors include Prem Durairaj, Nora Stewart, and Dane Petersen.





# Execution of Program Objectives

## Objectives include:

- Objective 1:** Select farmers to participate in the course via an online application process. Promote the course to drive widespread applications from across San Diego County.
- Objective 2:** Develop the curriculum for the quarterly business roundtable sessions, and host one session, each quarter.
- Objective 3:** Perform one-on-one coaching and technical support sessions with the farmers participating in the roundtable, to integrate the concepts learned into their business operations.
- Objective 4:** Hold quarterly office hours after the roundtable program has been completed to continue supporting farmers in integrating the curriculum into their operation.
- Objective 5:** Track and publish project results.

## Outreach & Onboarding: Course Sign Up

The outreach and onboarding plan included creation of collateral and content for social media, email, direct outreach, partner outreach, a webinar, and a press release. We also changed the program name from The Farmer's Roundtable and Business Training Program to San Diego Farming for Profit (SDF4P)

- We created a social media guide including images and written copy for a series of 4 posts to be pushed out from KTC and F2I's social media sites on facebook and instagram. We also shared social media guides with partners.
- F2I emailed 250 farmers with the course information and a one-page flyer about the project and planned outcomes.
- After farmers expressed interest, we further followed up with emails and 2 webinar sessions to inform farmers about the program in detail, as a 2 year program requires a big commitment on both sides. This list was narrowed to 28 farmers who self qualified as interested in the program.
- F2I and KTC also reached out to 20 partner organizations in the region to help promote the program via their own email and social media channels.
- A press release was sent to local media outlets and food non profit organizations.

After the outreach campaign was executed over 2 months, 17 farmers applied to join the program. Of those 17 farmers, 14 committed to joining the program, and attended at least 1 workshop or coaching session. Some of the reasons farmers gave for declining the program, via phone conversations, included either one or a combination of the following: 1) lack of interest or time for involvement with a 2-year commitment to a program 2) lack of interest in sharing their farm's financial information, even if anonymously, for personal or professional reasons 3) did not want to keep books or financial records, which juxtaposes the program's curriculum 4) disagreement with the program's assertion of the connection between financial record keeping and long term business health.

## Curriculum

The SDF4P program's first year curriculum included 4 in-person, half day workshops to be held at the Farm Bureau's conference space in Escondido, CA. The workshops took place in April, July, and October 2019, and January 2020.

All workshops were designed to have:

1. A teaching segment focused on a finance related skill
2. A benchmarking segment
3. Lunch and networking time
4. A subject matter expert session

### WORKSHOP I: APRIL 2019

This workshop was designed to introduce a broad line of financial concepts to the group and gauge the comfort level with financial analysis as a kicking off point. In addition we showed how benchmarking across farms can add value to a business's financial decision making process, and create bonds within a peer group.

#### Topic

- "4 Farms Case Study" exercise and discussion
- Chart of Accounts
- Benchmarking 101

### Key Outcomes based on Self Assessment

#### Summary of Self Assessment

Rate yourself before & after Workshop I	%Change	
4.9 Before 6.9 After	27%	Rate your skill level for understanding your farm's financial challenges from a P&L statement.
5.0 Before 7.2 After	28%	Rate your understanding of the information provided on your balance sheet statement.
4.2 Before 6.6 After	38%	Rate your comfort level in using ratio analysis to gain insights on your farm's financials.
7.8 Before 7.9 After	-1%	Rate your desire to compare your farm's financials to others' for identifying opportunities.
8.7 Before 8.9 After	4%	Rate your desire to capture your farm's sales and expense data in an accounting system for internal reporting and decision making purposes.
6.3 Before 7.6 After	15%	Rate your ability to set goals and corresponding action plans from your farm's financial records.
6.4 Before 6.5 After	15%	Rate your overall confidence level with "financial analysis."

## Skills

- Reviewing financial statements, profit and loss and balance sheet
- Introduction to ratio analysis and interpreting the numbers
  - How to calculate key ratios
  - What those ratios are telling us about the business
- How to interpret benchmarking reports
  - After reviewing benchmarks from 3 other fictional farms, what questions would you ask the others to help your operation clarify pathways to improvement?
- Identifying from financial reports, the following:
  - Where the business has gotten more or less efficient, year on year
  - Where the business has greatest opportunity for financial improvement
  - Knowing what questions the farmer should ask an advisor
  - The most important metric for success in the next 12 months
- Structuring the Chart of Accounts for organizing and simplifying the numbers for better interpretation and analysis
- Asking your peers questions based on the financial reports and ratios

## Homework

- Create your own chart of accounts from the template
- Make current your farm financials for our July benchmarking discussion
- Sign up for May and June 1:1 coaching sessions
- Complete the pre-session survey for July meeting

## Materials

- Introduction to web portal for materials review and download
- "4 Farms Case Study" written case and financials (fictitious, but based on 4 real farms)
- 4 Farms benchmarking report, for comparing financials
- Ratio Analysis worksheet
  - Sales per Employee
  - Labor as % of Sales
  - Gross Margin
  - Inventory Turns
  - Average pay per employee
  - \$ of sales per \$1 of Assets
  - Benchmarking worksheet



## Expert Led Discussion

- Speaker: Mike Reeske, Rio Del Ray Heirloom Beans Farm. Specializes in direct marketing of heirloom dried beans out of Valley Center, CA in northern San Diego county.
- Topic: Lessons learned in marketing and product development, pathways to growth and making money, tracking results and reinventing yourself

## What we learned or would do differently

- Benchmarking for this first round was difficult, given that financials were not yet standardized.
- The fear of sharing was tangible, as farmers didn't want their farm names revealed with their numbers.
- Future programs need to invite more time for farmers to just network and talk, in order to foster trust and the desire to form a cohesive group.
- Future programs should address syndrome of entrepreneur overload, entrepreneur loneliness, and fear of failure or appearing to fail. Perhaps discussing that at the onset would make participants more likely to share more information openly.
- In other benchmarking programs KTC has hosted in different regions of the country, farmers have been excited about sharing more openly. For this group we customized our approach to allow farms to remain anonymous - which allows each farm to see where they fall in the pack by their assigned number, but stifles conversation, as they cannot remain open about answering questions and facilitating deeper conversations.
- This speaker was not helpful to the group, likely the topic was too broad (success stories and taking specialty crops to market). Moving forward we specialized on topics requested by the group, and recruited a panel with multiple speakers to drive better engagement and broader knowledge from the speaker group.

## Successes and big wins

- The case study was eye opening for many, and led to better understanding of the value of good bookkeeping practices and ratio analysis.
- Everyone standardized their chart of accounts by the next meeting.



## WORKSHOP 2: JULY 2019

This workshop was designed to introduce the concept of budgeting, building on our financial interpretation and chart of accounts theme from the first session. We also explored our first benchmarking session with standardized data, and hosted a panel discussion with four experts on the topic of marketing and sales.

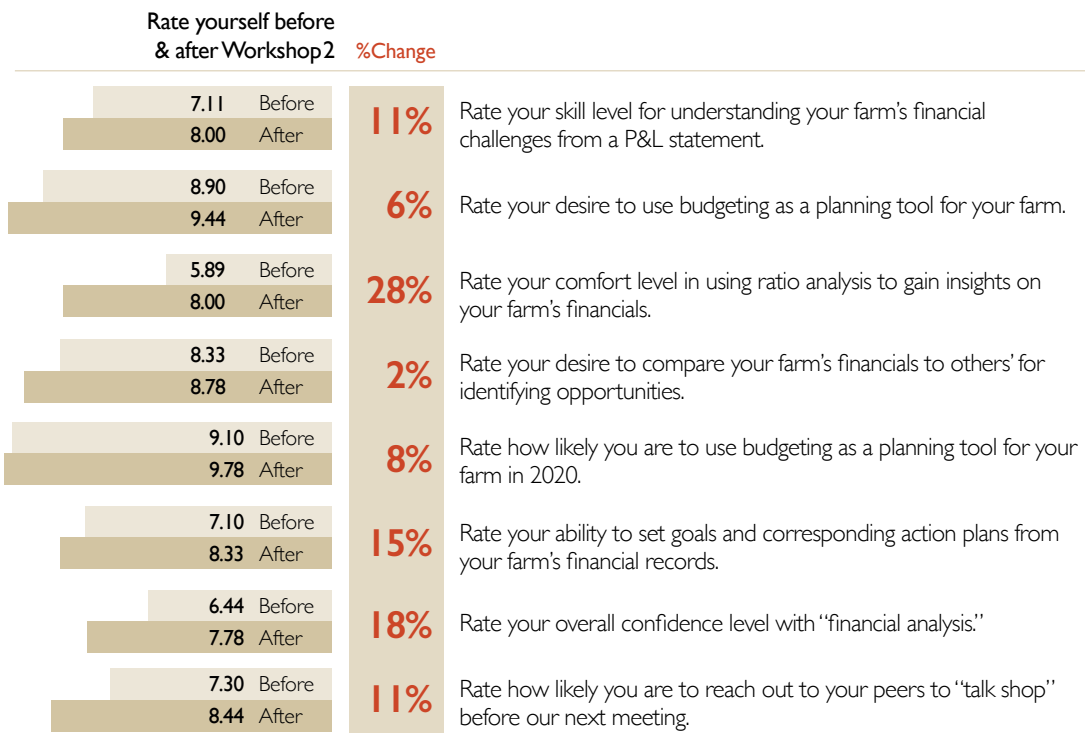
### Topic

- Can your farm business flourish for the long haul? Learn KTC's Whole Farm Budgeting process, using your new chart of accounts as the template. Bring your computer and an excel version of your P&L!
- Benchmarking discussion from self reported data
- Expert Panel: Everything You Need to Know About Selling Wholesale, featuring a group of local buyers including Bob Harrington, co-founder of Specialty Produce!

### Key Outcomes based on Self Assessment

- Expert panel value was rated an average of 9.7 out of 10

#### Summary of Self Assessment



## Skills

- How to build a budget, using the KTC 10 step system
- What is sensitivity analysis and how it can help with decision making
- Once a budget is built, how to use it operationally
- Demonstration of the 10-step budget builder, using a real farm
- Benchmarking discussion, generalized and anonymous, including topics
  - Low cost marketing and marketing ROI
  - Low fixed costs and what might be missing or special circumstances
  - What costs hide on the balance sheet and how to stay tuned in to those cash outflows
  - Healthy labor metrics
  - Framing net profit goals vs. sales

## Homework

- Schedule your August and September sessions to get coaching on building a budget for the rest of the year
- Make current your farm financials for our October benchmarking discussion
- Complete the pre-session survey for October meeting

## Materials

- Slide deck for step by step budgeting instructions
- How to build your budget demonstration video
- Benchmarking report
- List of marketing questions for expert panel

## Expert Led Discussion

- Panel of 4 buyers
  - Carissa Iwamoto – Fallbrook Union Elementary Food Service Director
  - Bob Harrington – Specialty Produce co-founder
  - Jessica Waite – Wrench & Rodent Seabasstropub co-founder
  - Janis Garcia – Daily Harvest Express co-founder
- Marketing discussion topics
  - How procurement works in restaurants and buying clubs
  - Buyers biggest challenges working with local growers
  - What a local grower should have prepared for an initial sales meeting
  - Order frequency expectations
  - Food safety requirements for different types of vendors
  - Product lines for different types of vendors
  - Forward contracts reality check
  - Payment terms
  - Communication styles for working with buyers effectively

### What we changed based on our progress to date

- Opened the room a half hour earlier and added an optional coffee break prior to the session start, in order for the farmers to have more time to openly talk or ask questions to the facilitators or each other.
- Built the expert session as a panel in order to facilitate a more valuable discussion.

### What we learned or would do differently

- The group went from 14 to 11 farms over the course of the 3 months
  - They couldn't or didn't want to keep up with financial reporting
  - They couldn't or didn't want to share their information with others
  - They couldn't or didn't want to make time for the workshop sessions
  - Next time we would build more bookkeeping support into the program, which would also require targeting farms using Quickbooks as opposed to those without a bookkeeping system at all. Farmer training for pre-Quickbooks level businesses would be better focused on skills training alone, as opposed to benchmarking as well.
- We were able to identify 3 scales of farms in this program, under \$25,000 in sales, 25,000-60,000 in sales, and over 60,000 in sales. In the future we could tailor individual programs to each range, if there were enough interest, and push even more value out of the program for each group.
- If everyone is uncomfortable with sharing in a group setting, the facilitator could add value by producing individual benchmarking notes for each farm, based on the reporting and ratio analysis.

### Successes and big wins

- 8 farms participated in the benchmarking survey, which means their financials were at least mostly up to date!
- After the initial session, those 8 farms were able to project sales for the final 6 months of the year, and 75% of the farms increased their sales goal from the beginning of the program!

## WORKSHOP 3: OCTOBER 2019

---

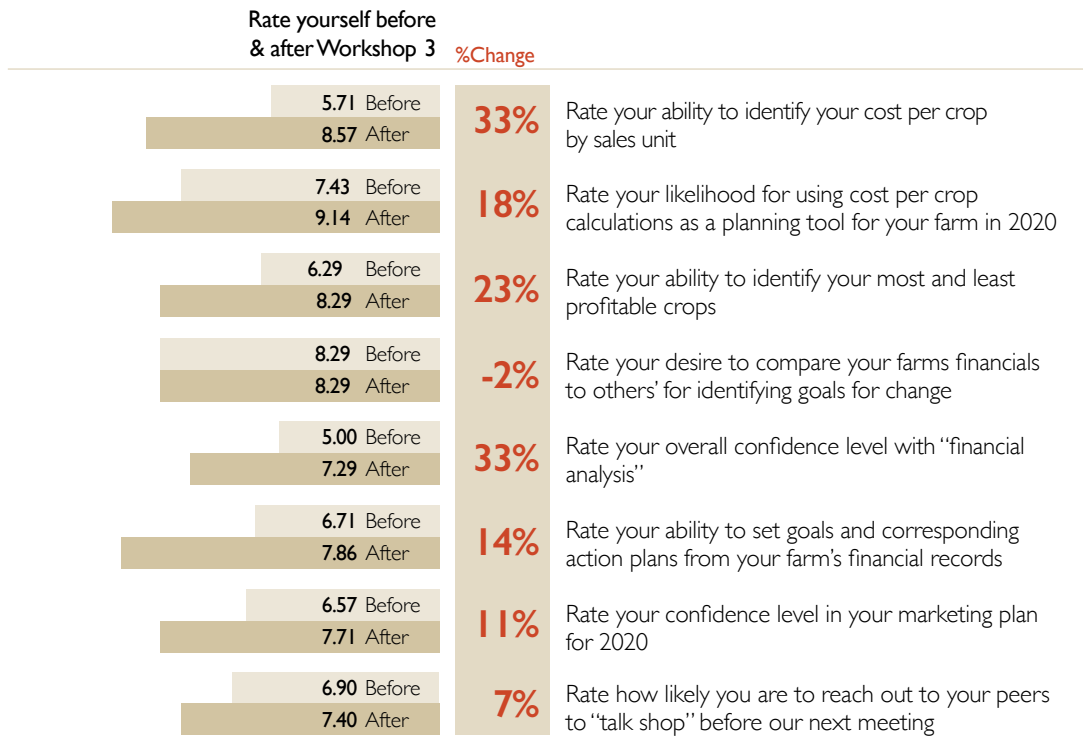
This workshop was designed to introduce the concept of pricing for profit, and how the understanding of cost by crop can create a pathway for doing more of what's most profitable, and doing less of what's least profitable.

### Topic

- Farm pricing vs Cost by crop: am I profitable at this price? Review our crop costs training tool and see how you can determine your most profitable use of time and land!
- Benchmarking discussion from self reported data, with breakout groups for more focused discussions
- Expert Panel: Marketing Do's and Don't - Your Questions Answered from Sales to Social Media

## Key Outcomes based on Self Assessment

### Summary of Self Assessment



### Skills

- How crop cost impacts marketing channel decision making
- 5 ways cost by crop knowledge can help you
- Training on margins and how they are calculated, and what the numbers mean
- Training on cost of goods sold and what inputs to consider
- Training on KTC's cost by crop spreadsheet tool
- Demo of KTC's cost by crop spreadsheet tool using a farmer participant's lettuce and spring mix case study
- How to layer an opportunity assessment, such as equipment purchase and debt utilization, into the cost by crop scenario analysis, using a root washer case study
- Benchmarking discussion, generalized and anonymous, including topics
  - How do your sales goals translate into units, commitments, activities
  - What's driving higher sales projections in 75% of the class
  - What expenses do you include in your COGS?
  - Smaller farms and higher operating expense to sales ratio
  - Identifying your farm's limiting factor
  - County per acre sales stats vs. your farm



## Homework

- Schedule your November and December sessions to get coaching on building a budget for 2020, and utilizing the crop costs worksheet
- Make current your farm financials for our January benchmarking discussion
- Complete the pre-session survey for January meeting

## Materials

- Slide deck for step-by-step cost by crop instructions
- How to use the cost by crop worksheet demonstration video

## Benchmarking report

- Expert Led Discussion
  - Panel of marketing experts
  - Mai Nguyen, Farmermai.com
  - Catt White, San Diego Farmers Markets and InTents Conference
  - Steven Cornett, Nature's Always Right

## Marketing discussion topics

- General
  - What are your favorite resources for marketing for farmers?
  - What are the most valuable marketing channels and why?
  - What are the baseline marketing assets a farm/brand needs to have, that are worth investing in?
  - How important is it to have a modern website if you're not doing any direct sales?
  - What can you tell this group about email marketing and its best use / expected results?
- Social Media
  - What platform would you recommend for a website, and is there a local service provider that does a good job at a reasonable price for farmers?
  - Can you give us a high level overview of social media best practices?
  - Which social media vehicles do you prefer and why?
  - What are some of the best inspirational social media accounts you follow?
  - How frequently do you recommend social media posting?
  - How do you do your social media planning? Do you do it all yourself?
  - What are some solid ways to go about building your follower base?
  - What are your recommendations around social media advertising?
- Farmers Markets
  - Can you give us a high level overview of farmers market best practices?
  - What tools and tactics do you see farmers using to drive up their visits
  - What are farmers doing to drive up their sales?
  - What do you recommend doing if your market isn't meeting your breakeven sales goals for the day on a regular basis?
  - How can you get accepted to a market that has been turning you down?
  - What are the best markets in the region / for what / why?
- E-Commerce
  - What lessons, stories can you share about how you built your E-Commerce enterprise?

## What we changed based on our progress to date

- It was clear that the amount of information has been overwhelming to this point, and as facilitators, we made a decision to focus the fourth and final workshop on clarifying farm vision and goals for the coming year(s) and understanding what the farmers would find most useful in their coaching sessions in 2020. This would be instead of a subject expert panel.
- The topic of labor volume and how to pay yourself as a business owner was coming up frequently and was decided on as a best fit for the fourth session's training module.

## What we learned or would do differently

- 2 more farms dropped out of the program, stating they couldn't keep up with the homework and time commitment, see notes from workshop 2 above.

## Successes and big wins

- 6 farms participated in the benchmarking survey for October
- KTC's facilitator was able to create individualized financial reports for each farm that participated, which added value to the coaching conversations
- Overwhelming positive feedback on the crop cost tool

## WORKSHOP 4: JANUARY 2020

This workshop was designed to help farmers overcome the hardest part of the budget - planning for labor and owner draw. We also facilitated a moderated discussion and workbook activity to focus our plans with the group and coaching outcomes for 2020, in order to provide the most value via collaboration.

### Topic

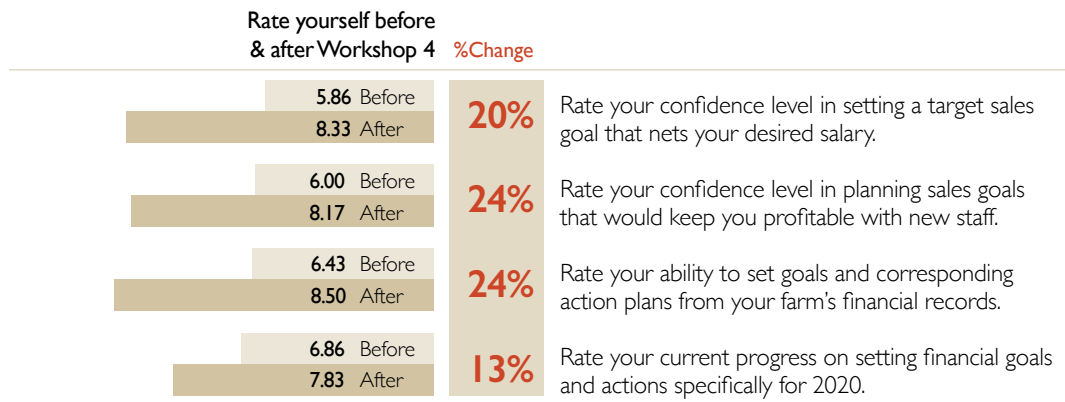
- Revenue and Labor Projections: Getting through the toughest piece of budgeting. Review our revenue and labor projections training tool to prove out the "how" of your sales and labor numbers! Walk away with metrics for your labor plan to monitor over the coming year.
- Benchmarking discussion from self reported data, with breakout groups for more focused discussions
- Moderated Discussion: 2020 Program Goals: Sharing goals, successes and obstacles; mapping out our action steps for 2020.



## Key Outcomes based on self assessment

### CHART

#### Summary of Self Assessment



### Skills

- Determining sales projections based on sales by customer history
- Assessing cost of payroll based on a staff schedule
- Training on how to use the KTC sales projections template
- Training on how to use the KTC labor projections template
- Using labor to sales ratio analysis to find the sweet spot for appropriate labor and owner draw expense relative to sales goals
- Benchmarking discussion, generalized and anonymous, including topics focused on year-end assessments
  - How did your business perform vs. your original and revised sales goals?
  - How did your business perform vs. your original and revised profit goals?
  - How much did your business grow as a percentage over last year?
  - What were some of the key activities that impacted your profits differently than you expected?  
What happened?
  - Now that we've arrived in 2020, do you know how you plan to reach your sales goals for this year?  
In units, commitments, activities?
  - What are you going to do differently this year?
  - Consideration of next phase of growth in your bookkeeping -
    - Tracking your self funding as paid-in capital
    - Taking expenses that you're paying personally (like utilities or occupancy of land) and thinking about how to move them into the business as you grow
    - Understanding the replacement cost of your own field labor as you move into more operations, sales and marketing management

### Homework

- Continue working on finalizing your 2020 budget
- Continue the routine of reconciling books monthly to stay on top of your finances
- Schedule your coaching sessions with Rebecca & Prem
- Let us know if you would like to have an on-farm session

## Materials

- Sales and labor projections template
- Benchmarking report and individual reports
- Goals and actions workbook - setting up for success in 2020

## Moderated discussion on program goals for 2020

- 5 minute writing exercise: What does success mean to you in this program?
- Write down 3 specific goals as related to this program, for 2020.
- 20 minute group workshop: help each other identify a list of action items for reaching your 3 goals.
- Accounting systems - would you change your system knowing what you've learned this past year?
- Feedback on coaching and workshop content in 2020.

## What we changed based on our progress to date

- The farmers were not interested in on-farm visits from coaches. They either didn't have an appropriate space or wireless connection there, or felt they would rather have more coaching time as opposed to coaches spending more time traveling.
- The farmers were not as interested in the benchmarking reports due to their scale - they were all so different - and some had zero fixed costs due to use of family property, which made comparison more difficult. We re-purposed the year 2 benchmarking funds from benchmarking preparation and analysis into direct bookkeeping support - both were provided from the KTC bookkeeping team. This allowed for more help in problem solving bookkeeping issues so that the farmer and coach could focus on the big picture.



## What we learned or would do differently

- We thought the farmers may be interested in a 5th workshop as opposed to more coaching, so we polled the group. They were not, they preferred more direct coaching time.
- We had hoped that one or a couple of the farmers would be interested in continuing the group as its leader. However, due to the time constraints of being a farmer and business owner, and the geographic spread of San Diego county, this was a challenge. When COVID hit 2 months later, we dropped the concept of group networking meetings.
- It is really hard to keep farmers engaged over 2 years! Out of our initial 14, we finished with 9.
- The group was shy about opening up over the first couple of workshops. It would be great to start a program like this with a full day intensive that offered a lot more time for networking, to bond the group from the start.

## Successes and big wins

- The farmer's self reported program goals all included using the budgeting tool moving forward, and measuring actuals vs. budget throughout the year. This means they found this process informative and useful.
- Other self reported goals included expanding labor; paying themselves, keeping accurate accounting records, and expanding sales.
- Testimonials and feedback were all positive.
- 9 farmers stuck with the program, and improved farm finances, through the pandemic and over a two and a half year period.

## COACHING

---

In addition to the workshop sessions, this two-year program provided farmers with up to eight one-on-one coaching sessions in the first year. The second year focused on individual, quarterly business coaching sessions of two hours each. In the second year, one-on-one coaching guided farmers to take action on financially focused business plans. Due to the program being planned around a group of 20, but actually working with 8-14 farmers in any given period, we were able to provide farmers with more coaching hours in the second year; and some farmers attended coaching sessions as frequently as monthly.

In the beginning, it was challenging to get all the farmers to engage with their coaching, whether because of time limitations, time needed to build trust, or being reticent about sharing their financial information. Because of this, our coaching model timeline ended up being flipped - we executed more coaching sessions in year 2, than in year 1. Once farmers were implementing the financial tools, had mentally committed to this pathway of business improvement, and built trust with their coaches and saw results of their efforts, they were ready to engage routinely with their coaches.

Because we had less coaching engagement than expected in year 1, and less farmers involved than expected in year 2, we repurposed a portion of the coaching budget with a scope change, in order to bring on farm and food marketing experts, Taste Profit Marketing (TPM), to provide marketing execution support, up to 9 hours, for each farm in the program. The Taste Profit work was added to Objective 4: Provide an initial marketing evaluation (2 hours) and up to 7 hours of specialized marketing contract work for each farm business in the program to help with implementing strategies to grow sales or creating materials needed to grow sales. Noah will work with their team of experts to execute the specialized marketing support work that the farms in the program need, which will be determined in their initial assessment. Taste Profit Marketing utilizes a team of marketing experts in the area of graphic design, search engine optimization, website design, E-commerce implementation, email marketing content development and social media content development.



## Year 1 Coaching Summary:

Coaching focused on the big challenging issues the farmers needed to address, and taking steps to support work in those areas, as follows:

- **How can we be profitable?**
  - Deeper work in cost of crops vs. price
  - Full budget development with each farm
  - Addressing balance sheet accuracy and additional cash inflows and outflows that don't hit the profit and loss
- **How do we farmers pay ourselves - where do sales need to be to hit a salary**
  - Via budgeting support and modeling owner pay as a cost of labor
- **Identifying Marketing Needs**
  - 1:1 follow up conversation after our workshops on marketing and sales
  - Coaching farmers to create their own sales plans and specific projections by customer or customer type
  - Assisting farmers in identifying prospects, estimating average sales, and closing rate, to create an effective pipeline
- **Marketing execution support**
  - Planning to bring in a subcontractor to provide marketing services in Year 2

## Year 2 Coaching Summary:

Year 2 coaching had 3 major focus areas:

- **Tracking budget vs. actuals quarterly throughout the year**
  - Including creating budgets for 2021 in the final quarter of 2020
- **Marketing Execution support**
  - Via coaching with Taste Profit Marketing
  - Especially relevant given that many farmers were pivoting sales channels due to the pandemic
  - Marketing execution work included focus areas that could directly drive improvements in specialty crop sales by farm
  - Email marketing campaigns
  - Graphic design
  - Sales coaching and strategy
  - Social media strategy
  - E-commerce implementation and support
  - Website and SEO upgrades and support
- **Bookkeeping support**
  - Support with moving from Excel tracking documents to Quickbooks Online if appropriate, and driven by farmer's choice
  - Coaching on bookkeeping best practices, and how to use the accounting system properly, per farm
  - Correcting issues with balance sheet accounts and payment systems to ensure accurate sales reporting
  - Correcting other bookkeeping practices that were creating inaccuracies in the financial reports

## Year 2 and the Pandemic:

Shortly after the second year of coaching began, the pandemic hit. This meant that farmers selling via farmers markets had to quickly pivot, and many were overwhelmed with marketing efforts at this time, and had little time to continue staying up to date with their bookkeeping and finances. During this time, we offered coaching support, however, farmers were having challenges keeping up with all of the changes in our world. Once the first few months passed, we were able to resume more regular coaching. In order to capture the impact of the pandemic on the small farms in our SDF4P program, we asked them to share their insights in our final survey, if willing. Seven farms answered our pandemic related questions.

### What weaknesses/strengths of your operation did the pandemic bring to light?

*Responses*

1. Our shipping and e-commerce went really well.
2. Solidarity Farm's strength lies in our commitment to collaboration. We launched Foodshed Small Farm Distro on the eve of Covid, and were able to use that platform to crank out lots of food to people in need. The skills we learned through SDF4P made it feasible to launch a new business with clean books from the get go!
3. How resilient farming food actually is especially in a pandemic, the community support was very significant. Main take away is that we need to work closely to our community rather than focus on profiting.
4. Website limitations, dependence on restaurants for revenue.
5. Sales.
6. Weaknesses with staying connected to customers when usual avenues failed.
7. We already had online sales setup for nationwide delivery and we quickly pivoted from markets to local pickup/delivery.

### Did you deliberately add or drop a sales channel because of COVID-19? If so please describe the channel and/or product.

*Responses*

1. We added citrus boxes and mixed avo/citrus bc of additional ecommerce interest.
2. Yes, no more farmers markets which is fine by us! We pivoted to grant funded free/reduced cost distribution in neighborhoods that needed us...and we couldn't be happier with that decision.
3. We added new sales channels and changed current sales channels for other channels that match our vision and capacity. We began aggregating from other farmers and selling produce to other CSA's.
4. Increased csa to compensate for lost restaurant sales.
5. Yes, farmer's market, several restaurants and speaking at a health retreat.
6. Yes, changed all but one of our weekly farmer's markets. Added online sales channel. Dropped nearly all restaurant sales (not by choice).
7. Yes, sales to school district and farmers market.

## Impact & Program Results

The goal of the project was to increase sales of specialty crops and ensure none of the farms in the program closed their business or lost employees. Those were the project goals as appropriate to the Specialty Crop Block Grant application. Within KTC, we had additional supportive goals of training each farmer in the program to develop a budget and learn to make operational decisions based on the numbers, which requires a certain level of bookkeeping training as well. We had also planned to utilize benchmarking as a tool to engage the farmers in a supportive cohort where they would flourish together; the total improvements greater than the sum of its parts. The budgeting, bookkeeping and benchmarking outcomes require training in the various skills listed in the above sections per workshop, and could then be reinforced through one-on-one coaching with the farmers to activate the various financial tools. KTC surveyed program participants after each workshop and at the end of year 1 and year 2 to gauge success in teaching the various financial skills.

## WORKSHOP SURVEYS:

---

At the beginning and end of each workshop session, we provided a self assessment survey to the farmer participants in order to gauge the effectiveness of each lesson. Participants were given a scale ranging from 1-10 (poor to excellent) to rate their experiences before and after each workshop. The following section shows improvements in learning for each workshop session. See the index for an example survey.

### Mid Project Survey, End of year 1

At the end of the 4th workshop, we asked farmer participants to take a survey to assess their growth in certain skill areas. We also asked them to complete a workbook of activities framing their goals and actions for success in 2020, and offer an optional testimonial about the SDF4P educational program. Below is a selection of goals and testimonials that largely represent the theme of the groups responses

#### Goals

- Participant A1: "1) Consistently keeping up with my financials because I know I need it to make the right decisions (forward looking and planning), 2) Expand one sales network (our Daily Harvest), 3) Be able to track/budget where we are in the year and pivot accordingly (reactive...but also proactive). Identifying my KPI!"

---

- Participant B2: "1) Obtain one wholesale buyer (got a lead because of this program), 2) Sell everything we grow (keep track of all sales better) and use the knowledge, obtained in this program, to practice my ratio analysis skills, 3) Be 100% comfortable navigating and analyzing the farm's finances."

---

#### Testimonials

- Participant C3: "I love how SDF4P has connected us to other farmers who might be struggling with some of our same problems and to some others who might have the answers. Collective knowledge has been very enriching. Rebecca has been an outstanding resource of experience and information. I really appreciate our one-on-one time going through our statements, goals, etc."

---

- Participant C32: "I have gained confidence that we can make the farm profitable. The coaching has been amazing at guiding and teaching me to reduce the risk of failing."

---

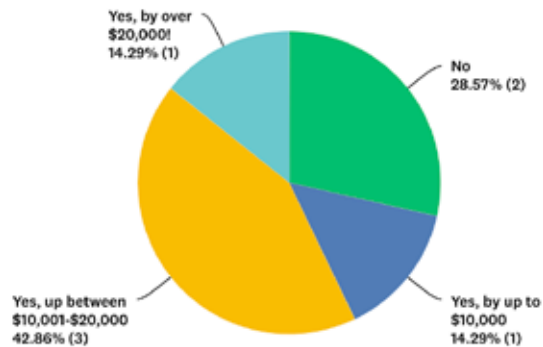
- Participant X1: "Having the financial tools and framework was a game changer. Not having the accounting background, I was making it up as I went along. I feel like I have a map now."



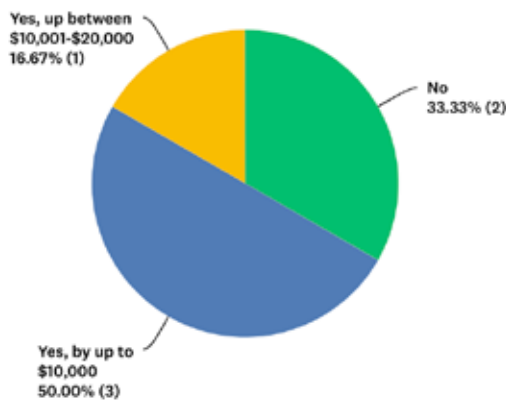
## End of Year 2

At the end of our coaching program, which was extended into June of 2021, we asked farmers to complete a short survey. This survey was to determine the best way to utilize funds leftover from farmers dropping out and not using their coaching, and measure the outcomes of our objectives for the grant, including increases in specialty crop sales and profits, and the farm's employee retention and growth. We also wanted to show that none of these farms went out of business. Below are some of the highlights from this last survey.

**Q2** Have your farm annual sales grown from 2019 when we started the SDF4P training program?



**Q3** Have your combined profits and owner pay grown from 2019 when we started the SDF4P program?



**Q4.** Have you added employees or part time workers since 2019?

Answer Choices	Response Percent	Responses
<input type="checkbox"/> No, we downsized	0.0%	0
<input type="checkbox"/> No, same size	71.43%	5
<input type="checkbox"/> Yes, 1-2 people	14.29%	1
<input type="checkbox"/> Yes, 3-5 people	14.29%	1
<input type="checkbox"/> Yes, 6 or more people!	0.0%	0

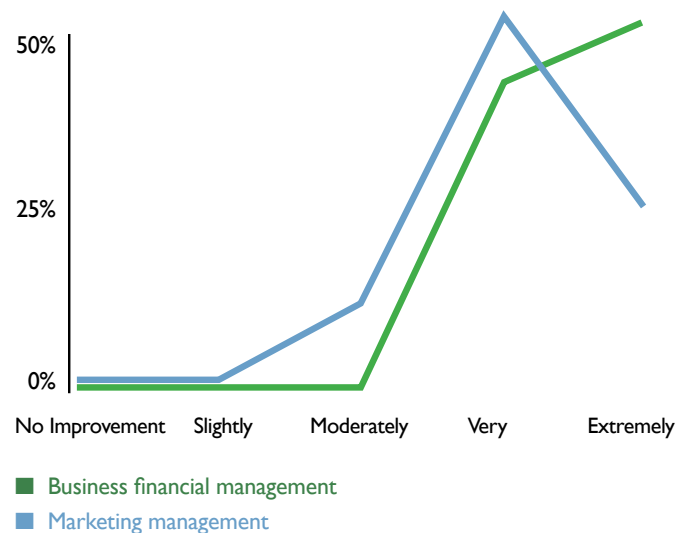
**Q5.** How would you rate your improvement since 2019 as a result of this program on the following:

### Business financial management

No Improvement	0.00%
Slightly	0.00%
Moderately	0.00%
Very	42.86%
Extremely	57.14%
<b>Weighted Average (scale 1-5)</b>	<b>4.57</b>

### Marketing management

No Improvement	0.00%
Slightly	0.00%
Moderately	14.29%
Very	57.14%
Extremely	28.57%
<b>Weighted Average (scale 1-5)</b>	<b>4.14</b>



## VALUE OF COACHING

### What were our program results as compared to the original objectives?

- Planned to coach 20 farms
  - Coached 12 in year 1
  - Coached 8 in year 2
- Planned for 33% sales increase over 20 farms, from \$600,000-\$800,000
  - Achieved 213% sales increase over 8 farms, from \$257,000 to \$548,600
  - Other farms that dropped out may have had sales increases, but final numbers were not reported, we do not have the data
  - Pandemic presented a challenge for many farms to stay current with financials
- Planned for no farms going out of business, no farms downsizing employees
  - Achieved goal among those reported, those engaged in program

### Impact metrics of coaching on sales and profits

- For the 8 farms that remained engaged in the program over the 2.5 years, their average sales went from 43,833 to 91,433.
- The total sales for the 8 farms went from 257,000 to 548,600.
- At the time of this report, the coaching and workshops were complete.

## San Diego Farming For Profit Program 2021 High Level Finance Review

Total starting sales for the 8 farms that participated regularly:	\$299,000
Total starting sales for all farms except farm 12 (outlier)	\$454,000
Total starting sales for all farms	\$2,454,000
For the 6 farms that participated consistently...	
What were starting sales?	\$257,000
What were ending sales?	\$548,600
Growth number:	\$291,600
Was that greater than grant value?	YES!
Growth factor? (multiply year 1 sales by...)	213%

continued on next page



## San Diego Farming For Profit Program 2021 High Level Finance Review

1		Farm name																				
2	\$12,000	Sales, 2018	\$14,050	Estimated 2019 sales (from June 2019 Survey)	\$13,928	Final sales 2019	-\$122	How much did they exceed expectations?	\$19,000	2020 Sales projected (beginning of year survey)	\$62,000	2020 Sales (end of year) - finalizing w survey this week, estimated from our 1:1 work reports	\$50,000	How much did they grow over 2 years in annual sales?	517%	As a %, how much did they grow in annual sales since 2018?	0	Number of employees, 2019	Yes	Still in business 2021?	active	Status as of 3/1/2021
3	\$15,000		\$14,979		\$22,149		\$7,170		\$25,000		\$33,800		\$18,800		225%		1	Yes	Yes	active		
4	\$60,000		\$75,000		\$101,413		\$26,413		\$112,000		\$112,000		\$52,000		187%		0	Yes	Yes	active		
5	\$40,000		\$46,447		\$61,564		\$15,117		\$116,350		\$60,000		\$20,000		150%		1	Yes	Yes	active		
6	\$2,000		\$4,198				\$4,206		\$8		unknown		unknown		unknown		0	Yes	Yes	active		
7	\$30,000		\$30,374		\$35,697		\$5,323		\$38,136		\$30,800		\$800		103%		4	Yes	Yes	active		
8	\$100,000		\$165,000		\$222,520		\$57,520		\$250,000		\$250,000		\$150,000		250%		5	Yes	Yes	active		
9	\$40,000		\$58,500		\$37,255		-\$21,245		\$46,000		unknown		unknown		unknown		2	Yes	Yes	partial year 2 coaching		
10	\$40,000		n/a		n/a		unknown		unknown		unknown		unknown		unknown		6	Yes	Yes	exited program after year 1		
11	\$65,000		n/a		n/a		unknown		unknown		unknown		unknown		unknown		4	*	Yes	Yes	exited program after 6 months	
12	\$50,000		n/a		n/a		unknown		unknown		unknown		unknown		unknown		2	Yes	Yes	exited program after 6 months		
	\$2,000,000		\$2,003,956		n/a		unknown		unknown		unknown		unknown		unknown		20	Yes	Yes	exited program after year 1		

The budget for the program is broken down as follows:

Work Area	Percent of Total Budget	Cost per farm (12) in Year 1	Cost per farm in year 2 (8)
Educational Workshops	34%	\$2,321	\$0
1:1 Financial Coaching with Farmers	32%	\$782	\$2,042
1:1 Marketing Coaching with Farmers	8%	\$0	\$804
Task Management, Innovation, Communication	22%	\$611	\$1,268
Program Onboarding	4%	\$295	\$0
	100%	\$4,009	\$4,113

- We were able to identify 3 scales of farms in this program, under \$25,000 in sales, \$25,000-\$60,000 in sales, and over \$60,000 in sales. In the future we could tailor individual programs to each range, if there were enough interest, and push even more value out of the program for each group, as well as scale the coaching to the size of the business.
- In order to address return on investment, or value of the program, KTC calculated percent of sales investment per farm using average sales in year 1 and at the end of the program for the year 2 coaching. The program was targeting 20 farmers, and came in below budget. If the program had been able to attain larger enrollment, per farm costs would have come down for workshops, management, and onboarding.
- Each farmer in year 1 received a value of \$4000 in coaching (including background support) and education (including program recruiting).
- Each farmer in year 2 received a value of \$4100 in one-on-one coaching in finance and marketing, and the team support required to execute that coaching.
- Average sales of the 12 engaged farms in year 1 was \$37,636.
- Average sales of the 8 engaged farms in year 2 was \$91,433.
- This program provided real value for farms that wouldn't have been able to afford to pay for this kind of technical assistance via professional services.

#### Budget per participant with 12 farms

Work Area	Percent of Total Budget	Cost per farm (12) in Year 1	As a percent of average sales (\$37,636)
Educational Workshops	34%	\$2,321	6.2%
1:1 Financial Coaching with Farmers	32%	\$782	2.1%
1:1 Marketing Coaching with Farmers	8%	\$0	0.0%
Task Management, Innovation, Communication	22%	\$611	1.6%
Program Onboarding	4%	\$295	0.8%
	100%	\$4,009	10.7%

#### Budget per participant with 8 farms

Work Area	Percent of Total Budget	Cost per farm (8) in Year 12	As a percent of average sales (\$91,433)
Educational Workshops	34%	\$0	0.0%
1:1 Financial Coaching with Farmers	32%	\$2,042	2.2%
1:1 Marketing Coaching with Farmers	8%	\$804	0.9%
Task Management, Innovation, Communication	22%	\$1,268	1.4%
Program Onboarding	4%	\$0	0.0%
	100%	\$4,113	4.5%

- KTC has found that businesses at this scale don't often invest this level of funds on professional development. In the chart above we can see that in year 1 the program cost was representative of an average of 10.7% of farm sales, which is not sustainable or affordable for a small business. However, leveraging the growth they achieved by working on the farm's financial health, year 2 program cost represented an average of 4.5% of sales, a much healthier metric for professional coaching support, but still a significant piece of funding that these farms needed to springboard their growth.

# Challenges

## What we learned about benchmarking groups

- Benchmarking requires standardization of financials, and participants keeping financials up to date. Our single biggest challenge was farmers not having the capacity to keep financial records up to date.
- Presenting valuable benchmarking statistics is challenging with beginning farmers, who often are operating with some subsidy - free access to family land or subsidizing their own payroll from family income.
- The fear of sharing financial data and being vulnerable in the face of perceived failure was tangible.

## What we would do differently next time

- Ensure all of the farmers are on the same system - either Quickbooks online or KTC's excel template for cash flow, and include enough tactical bookkeeping support budget to ensure financials stay up to date and can be accessed by the facilitator to pull data points for benchmarking without the farmer needing to execute tasks personally.
- Fund Quickbooks access and training through the program. Quickbooks use was perceived as a barrier to entry originally, but in hindsight, it would have improved the program and results. Four of the farmers joined Quickbooks online halfway through the program.
- Broaden the geography of the program to increase the cohort size in each sales range, and provide more relevancy in benchmarking.
- Incorporate virtual monthly check ins in the second year to keep farmers connected.
- Engage more partners for farmer onboarding to create wider outreach, and more farmer sign ups.
- Offer the program in English and Spanish with a translator in the workshops, in order to broaden the diversity of participants and help a wider group of farmers be financially successful on their own terms.

## Program tools

Program tools can be reviewed at

<https://www.kitchentableconsultants.com/sdf4pmemberspage/>



[kitchentableconsultants.com](http://kitchentableconsultants.com)  
[Rebecca@kitchentableconsultants.com](mailto:Rebecca@kitchentableconsultants.com)

# Appendix

## Workshop survey examples

# PRE-COURSE SURVEY

SAN DIEGO  
FARMING  
FOR  
PROFIT

Your Name \_\_\_\_\_

Please take a moment to fill out this survey! Your answers will help us understand the value of this workshop and its impact on your farm business.

Rating scale: 1 = Poor, 10 = Excellent

Rate your ability to identify your cost per crop by sales unit (like bag of salad greens, for example).

1  2  3  4  5  6  7  8  9  10

Rate your likelihood for using cost per crop calculations as a planning tool for your farm in 2020.

1  2  3  4  5  6  7  8  9  10

Rate your ability to identify your most and least profitable crops.

1  2  3  4  5  6  7  8  9  10

Rate your desire to compare your farm's financials to others' for identifying goals for change.

1  2  3  4  5  6  7  8  9  10

Rate your overall confidence level with "financial analysis".

1  2  3  4  5  6  7  8  9  10

Rate your ability to set goals and corresponding action plans from your farm's financial records.

1  2  3  4  5  6  7  8  9  10

Rate your confidence level in your marketing plan for 2020.

1  2  3  4  5  6  7  8  9  10

Rate how likely you are to reach out to your peers to "talk shop" before our next meeting.

1  2  3  4  5  6  7  8  9  10

# POST-COURSE SURVEY

SAN DIEGO  
FARMING  
FOR  
PROFIT

Your Name \_\_\_\_\_

Please take a moment to fill out this survey! Your answers will help us understand the value of this workshop and its impact on your farm business.

Rating scale: 1 = Poor, 10 = Excellent

Rate your ability to identify your cost per crop by sales unit (like bag of salad greens, for example).

1  2  3  4  5  6  7  8  9  10

Rate your likelihood for using cost per crop calculations as a planning tool for your farm in 2020.

1  2  3  4  5  6  7  8  9  10

Rate your ability to identify your most and least profitable crops.

1  2  3  4  5  6  7  8  9  10

Rate your desire to compare your farm's financials to others' for identifying goals for change.

1  2  3  4  5  6  7  8  9  10

Rate your overall confidence level with "financial analysis".

1  2  3  4  5  6  7  8  9  10

Rate your ability to set goals and corresponding action plans from your farm's financial records.

1  2  3  4  5  6  7  8  9  10

Rate your confidence level in your marketing plan for 2020.

1  2  3  4  5  6  7  8  9  10

Rate how likely you are to reach out to your peers to "talk shop" before our next meeting.

1  2  3  4  5  6  7  8  9  10