

# GREENWAY FARM'S BUSINESS PLAN WORKSHEETS

1. Marketing Plan 2009
2. Marketing Plan 2010
3. Production Plan 2009
4. Production Plan 2010
5. Production Plan 2011
6. Balance Sheet
7. Projected Equipment Purchasing Schedule
8. Inventory Adjusted Income Statement 2009
9. Inventory Adjusted Income Statement 2010
10. Cash Flow
11. Fixed Cost Spreadsheet
12. Enterprise Budget: Specialty Greens
13. Enterprise Budget: Berries, Establishment
14. Enterprise Budget: Berries, Year 2
15. Enterprise Budget: MiniMelons, Baby Squash, Onions

Shannon Dill and Ben Beale  
University of Maryland Extension

UNIVERSITY OF  
**MARYLAND**  
EXTENSION  
*Solutions in your community*

*\*Disclaimer: The information contained in this case study is to be used only as a case study example for teaching purposes. The information in the case study is both factual and fictional. Opinions formulated by the author are intended for educational purposes.*

## Marketing Budget 09

Category	Quantity	Cost	Total	Notes
<b>Research</b>				
Research hired			\$0.00	in house
Web research			\$0.00	in house
Research publications purchased			\$0.00	
<b>Research Costs Total</b>			<b>\$0.00</b>	
<b>Communications</b>				
Promotional brochures	3,000	\$0.08	\$240.00	cost of printing
Radio/Television			\$0.00	
Web design/maintenance	1	\$250.00	\$250.00	cost of domain, software
<b>Communications Costs Total</b>			<b>\$490.00</b>	
<b>Networking</b>				
Memberships/Affiliations	2	\$65.00	\$130.00	Farm Bureau, MD Dir. Mk
Events			\$0.00	
Subscriptions			\$0.00	
<b>Networking Costs Total</b>			<b>\$130.00</b>	
<b>Promotions</b>				
Product giveaways	25	\$5.00	\$125.00	Samples to Rest.
Product discounts			\$0.00	
Special offers			\$0.00	
<b>Promotions Costs Total</b>			<b>\$125.00</b>	
<b>Advertising</b>				
Brochures (development/production)			\$0.00	
Logos/Labels	5,000	\$0.15	\$750.00	
Signage	3	\$400.00	\$1,200.00	3 size options
Farmers Market Fees	2	\$125.00	\$250.00	Saturday and Wed Market
Farmers Market Display Items	1	\$275.00	\$275.00	Tent, tables, decorations
Newspapers			\$0.00	
<b>Advertising Costs Total</b>			<b>\$2,475.00</b>	
<b>Public Relations</b>				
Charity events			\$0.00	
Advertising			\$0.00	
Employee promotions			\$0.00	
Sponsorships	1	\$100.00	\$100.00	County Fair
<b>Public Relations Costs Total</b>			<b>\$100.00</b>	
<b>Distribution</b>				
Shipping			\$0.00	
Transportation Fuel/Lube	45	\$60.00	\$2,700.00	35 weeks of the year
<b>Distribution Costs Total</b>			<b>\$2,700.00</b>	
<b>MARKETING TOTAL</b>			<b>\$6,020.00</b>	

## Marketing Budget 2010

Category	Quantity	Cost	Total	Notes
<b>Research</b>				
Research hired			\$0.00	in house
Web research			\$0.00	in house
Research publications purchased			\$0.00	
<b>Research Costs Total</b>			<b>\$0.00</b>	
<b>Communications</b>				
Promotional brochures	3,000	\$0.08	\$240.00	cost of printing
Radio/Television			\$0.00	
Web design/maintenance	1	\$120.00	\$120.00	
<b>Communications Costs Total</b>			<b>\$360.00</b>	
<b>Networking</b>				
Memberships/Affiliations	2	\$65.00	\$130.00	Farm Bureau, MD Dir. Mk
Events			\$0.00	
Subscriptions			\$0.00	
<b>Networking Costs Total</b>			<b>\$130.00</b>	
<b>Promotions</b>				
Product giveaways	25	\$5.00	\$125.00	Samples to Rest.
Product discounts			\$0.00	
Special offers			\$0.00	
<b>Promotions Costs Total</b>			<b>\$125.00</b>	
<b>Advertising</b>				
Brochures (development/production)			\$0.00	
Logos/Labels	5,000	\$0.15	\$750.00	
Farmers Market Fees	2	\$125.00	\$250.00	Saturday and Wed Market
Farmers Market Display Items	1	\$100.00	\$100.00	Display Items
<b>Advertising Costs Total</b>			<b>\$1,100.00</b>	
<b>Public Relations</b>				
Charity events			\$0.00	
Advertising			\$0.00	
Employee promotions			\$0.00	
Sponsorships	1	\$100.00	\$100.00	County Fair
<b>Public Relations Costs Total</b>			<b>\$100.00</b>	
<b>Distribution</b>				
Shipping			\$0.00	
Transportation Fuel/lube	40	\$60.00	\$2,400.00	35 weeks of the year
<b>Distribution Costs Total</b>			<b>\$2,400.00</b>	
<b>MARKETING TOTAL</b>			<b>\$4,215.00</b>	

# Production Plan 2009

Month	Farm Activity	Production	Marketing	Capital Purchases
<b>2009</b>				
<b>JANUARY</b>				
	Till beds in house 1		Visit restaurants	
	Plant micro greens		with product listings	
	Thin beds, apply protectants		Work on display for	
	Attend workshops		farmers market	
	Monitor fertility, water			
	prepare beds for harvest			
	Order raspberry/blackberry plants			
<b>FEBRUARY</b>				
	Begin Harvest	20 cases salad mix	9th Street Tavern	
	Monitor fertility, water		Dockside	
	Continue with harvest every other day			
	Thin plants			
	prepare gutters in 2nd house			
<b>MARCH</b>				
	Continue harvest	40 cases salad mix	9th Street Tavern	
	Seed gutter house		Dockside	
	Reseed some beds in house 1		Fun Times café	
	begin harvest of gutter		McGregors	
	prepare outside beds for small fruit		Farmers Markets	
<b>APRIL</b>				
	Continue harvest	100 cases salad mix	9th Street Tavern	
	Re-seed gutter house		Dockside	
	Reseed some beds in house 1		Fun Times café	
	Water and fertilize		McGregors	
	Plant small fruit canes		Farmers Markets	
	Plant mini-melons			
<b>MAY</b>				
	Apply shade cloth			
	Continue harvest	100 cases salad mix	9th Street Tavern	
	Re-seed gutter house		Dockside	

## Production Plan 2009

Month	Farm Activity	Production	Marketing	Capital Purchases
	Reseed some beds in house 1		Fun Times café	
	Water and fertilize houses		McGregors	
	Drip line on fruit, irrigate		Farmers Markets	
	Set up trellis for fruit			
JUNE				
	Continue harvest of greens	100 cases salad mix	9th Street Tavern	
	Plant baby vegetables in gutters	1,250 pints baby squash	Dockside	
	Irrigate and fertilize	325 bunches of onions	Fun Times café	
	Begin harvest of baby vegs.		McGregors	
			Farmers Markets	
JULY				
	Clean out house 1			
	Plant squash house 1	1,250 pints baby squash	9th Street Tavern	
	Train small fruit to trellis	2,330 cases baby mini-melons	Dockside	
	Harvest of baby vegs.	325 bunches of onions	Fun Times café	
			McGregors	
AUGUST			Farmers Markets	
	Apply herbicides to small fruit	1,250 pints baby squash	9th Street Tavern	
	Harvest of baby vegs.	2,330 cases baby mini-melons	Dockside	
	Irrigate/ fertilize as needed	325 bunches of onions	Fun Times café	
	Clean out house 1/ disinfect-infect		McGregors	
	plant outside baby squash		Farmers Markets	
SEPTEMBER				
	Till beds in house 1	1,250 pints baby squash	9th Street Tavern	
	Plant micro greens	2,340 cases baby mini-melons	Dockside	
	Thin beds, apply protectants	325 bunches of onions	Fun Times café	
	Monitor fertility, water		McGregors	
	prepare beds for harvest		Farmers Markets	
	Harvest of baby vegs.			
	Irrigate/ fertilize as needed			
OCTOBER				
	Begin Harvest	50 cases salad mix	9th Street Tavern	
	Monitor fertility, water		Dockside	
	Continue with harvest every other day			

# Production Plan 2009

Month	Farm Activity	Production	Marketing	Capital Purchases
	Thin plants			
	prepare gutters in 2nd house			
<b>NOVEMBER</b>				
	Continue harvest	110 cases salad mix	9th Street Tavern	
	Seed gutter house		Dockside	
	Reseed some beds in house 1			
	begin harvest of gutter			
<b>DECEMBER</b>				
	Continue harvest	110 cases salad mix	9th Street Tavern	
	Re-seed gutter house		Dockside	
	Reseed some beds in house 1			
	Water and fertilize			

# Production Plan 2010

Month	Farm Activity	Production	Marketing	Capital Purchases
<b>2010</b>				
<b>JANUARY</b>				
	Till beds in house 1		Visit restaurants	Purchase
	Plant micro greens		with product listings	Greenhouse
	Thin beds, apply protectants		Work on display for	Walk-in Refrigerator Box
	Attend workshops		farmers market	Packing Line
	Monitor fertility, water		Add 1 to 2 restaurants	Delivery Van
	prepare beds for harvest			
	Dormant prune fruit plants			
<b>FEBRUARY</b>				
	Begin Harvest	20 cases salad mix	9th Street Tavern	
	Monitor fertility, water		Dockside	
	Continue with harvest every other day			
	Thin plants			
	prepare gutters in 2nd house			
	Dormant prune fruit plants			
<b>MARCH</b>				
	Continue harvest	40 cases salad mix	9th Street Tavern	
	Seed gutter house		Dockside	
	Reseed some beds in house 1		Fun Times café	
	begin harvest of gutter		McGregors	
	Dormant prune fruit plants		Farmers Markets	
<b>APRIL</b>				
	Continue harvest	100 cases salad mix	9th Street Tavern	
	Re-seed gutter house		Dockside	
	Reseed some beds in house 1		Fun Times café	
	Water and fertilize		McGregors	
	Plant small fruit canes		Farmers Markets	
	Plant mini-melons			
<b>MAY</b>				
	Apply shade cloth	100 cases salad mix	9th Street Tavern	
	Continue harvest		Dockside	
	Re-seed gutter house		Fun Times café	
	Reseed some beds in house 1		McGregors	

# Production Plan 2010

Month	Farm Activity	Production	Marketing	Capital Purchases
	Water and fertilize houses		Farmers Markets	
	Drip line on fruit, irrigate			
<b>JUNE</b>				
	Continue harvest of greens	100 cases salad mix	9th Street Tavern	
	Plant baby vegetables in gutters	1,250 pints baby squash	Dockside	
	Irrigate and fertilize	325 bunches of onions	Fun Times café	
	Begin harvest of baby vegs.	1,920 pints of berries	McGregors	
	Harvest first small fruit		Farmers Markets	
<b>JULY</b>				
	Clean out house 1	1,250 pints baby squash	9th Street Tavern	
	Plant squash house 1	2,330 cases baby mini-melon	Dockside	
	Train small fruit to trellis	325 bunches of onions	Fun Times café	
	Harvest of baby vegs.	1,920 pints of berries	McGregors	
	Harvest of small fruit		Farmers Markets	
<b>AUGUST</b>				
	Apply herbicides to small fruit	1,250 pints baby squash	9th Street Tavern	
	Harvest of baby vegs.	2,330 cases baby mini-melon	Dockside	
	Irrigate/ fertilize as needed	325 bunches of onions	Fun Times café	
	Clean out house 1/ disinfect-infect	1,920 pints of berries	McGregors	
	plant outside baby squash		Farmers Markets	
	Harvest first small fruit			
<b>SEPTEMBER</b>				
	Till beds in house 1	1,250 pints baby squash	9th Street Tavern	
	Plant micro greens	2,340 cases baby mini-melon	Dockside	
	Thin beds, apply protectants	325 bunches of onions	Fun Times café	
	Monitor fertility, water	1,920 pints of berries	McGregors	
	prepare beds for harvest		Farmers Markets	
	Harvest of baby vegs.			
	Irrigate/ fertilize as needed			
	Harvest first small fruit			
<b>OCTOBER</b>				
	Begin Harvest	50 cases salad mix	9th Street Tavern	
	Monitor fertility, water	1,920 pints of berries	Dockside	



# Production Plan 2010

Month	Farm Activity	Production	Marketing	Capital Purchases
	Continue with harvest every other day			
	Thin plants			
	prepare gutters in 2nd house			
	Harvest first small fruit			
NOVEMBER				
	Continue harvest	110 cases salad mix	9th Street Tavern	
	Seed gutter house	1,920 pints of berries	Dockside	
	Reseed some beds in house 1			
	begin harvest of gutter			
DECEMBER				
	Continue harvest	110 cases salad mix	9th Street Tavern	
	Re-seed gutter house		Dockside	
	Reseed some beds in house 1			
	Water and fertilize			

# Production Plan 2011

Month	Farm Activity	Production	Marketing	Capital Purchases
<b>2011</b>				
<b>JANUARY</b>				
	Till beds in house 1		Visit restaurants	
	Plant micro greens		with product listings	
	Thin beds, apply protectants		Work on display for	
	Attend workshops		farmers market	
	Monitor fertility, water			
	prepare beds for harvest			
	Dormant prune fruit plants			
<b>FEBRUARY</b>				
	Begin Harvest	20 cases salad mix	9th Street Tavern	
	Monitor fertility, water		Dockside	
	Continue with harvest every other day			
	Thin plants			
	prepare gutters in 2nd house			
	Dormant prune fruit plants			
<b>MARCH</b>				
	Continue harvest	40 cases salad mix	9th Street Tavern	
	Seed gutter house		Dockside	
	Reseed some beds in house 1		Fun Times café	
	begin harvest of gutter		McGregors	
	Dormant prune fruit plants		Farmers Markets	
<b>APRIL</b>				
	Continue harvest	100 cases salad mix	9th Street Tavern	
	Re-seed gutter house		Dockside	
	Reseed some beds in house 1		Fun Times café	
	Water and fertilize		McGregors	
	Plant small fruit canes		Farmers Markets	
	Plant mini-melons			
<b>MAY</b>				
	Apply shade cloth	100 cases salad mix	9th Street Tavern	
	Continue harvest		Dockside	
	Re-seed gutter house		Fun Times café	
	Reseed some beds in house 1		McGregors	

# Production Plan 2011

Month	Farm Activity	Production	Marketing	Capital Purchases
	Water and fertilize houses		Farmers Markets	
	Drip line on fruit, irrigate			
JUNE				
	Continue harvest of greens	100 cases salad mix	9th Street Tavern	
	Plant baby vegetables in gutters	1,250 pints baby squash	Dockside	
	Irrigate and fertilize	325 bunches of onions	Fun Times café	
	Begin harvest of baby vegs.	1,920 pints of berries	McGregors	
	Harvest first small fruit		Farmers Markets	
JULY				
	Clean out house 1	1,250 pints baby squash	9th Street Tavern	
	Plant squash house 1	2,330 cases baby mini-melon	Dockside	
	Train small fruit to trellis	325 bunches of onions	Fun Times café	
	Harvest of baby vegs.	1,920 pints of berries	McGregors	
	Harvest of small fruit		Farmers Markets	
AUGUST				
	Apply herbicides to small fruit	1,250 pints baby squash	9th Street Tavern	
	Harvest of baby vegs.	2,330 cases baby mini-melon	Dockside	
	Irrigate/ fertilize as needed	325 bunches of onions	Fun Times café	
	Clean out house 1/ disinfect-infe	1,920 pints of berries	McGregors	
	plant outside baby squash		Farmers Markets	
	Harvest first small fruit			
SEPTEMBER				
	Till beds in house 1	1,250 pints baby squash	9th Street Tavern	
	Plant micro greens	2,340 cases baby mini-melon	Dockside	
	Thin beds, apply protectants	325 bunches of onions	Fun Times café	
	Monitor fertility, water	1,920 pints of berries	McGregors	
	prepare beds for harvest		Farmers Markets	
	Harvest of baby vegs.			
	Irrigate/ fertilize as needed			
	Harvest first small fruit			
OCTOBER				
	Begin Harvest	50 cases salad mix	9th Street Tavern	
	Monitor fertility, water	1,920 pints of berries	Dockside	

# Production Plan 2011

Month	Farm Activity	Production	Marketing	Capital Purchases
	Continue with harvest every other day			
	Thin plants			
	prepare gutters in 2nd house			
	Harvest first small fruit			
NOVEMBER				
	Continue harvest	110 cases salad mix	9th Street Tavern	
	Seed gutter house	1,920 pints of berries	Dockside	
	Reseed some beds in house 1			
	begin harvest of gutter			
DECEMBER				
	Continue harvest	110 cases salad mix	9th Street Tavern	
	Re-seed gutter house		Dockside	
	Reseed some beds in house 1			
	Water and fertilize			

## BALANCE SHEET

Greenway Farms

Date Prepared

01/01/09

ASSETS		LIABILITIES AND NET WORTH		
Current Farm Assets		Value	Current Farm Liabilities	Value
Cash, checking, savings		3,384	Accounts payable and accrued expenses	
Prepaid expenses & supplies		-	Fuel	-
Accounts receivable			Accrued interest - operating	-
Crops held for sale or feed	Quantity		Accrued interest - machinery	1,100
			Accrued interest - mortgage	19,000
			Current farm notes payable	
			Operating loan	
			Intermediate and long-term principal due within 12 months	
			Machinery Loan	4,000
			Farm Mortgage	5,000
Other current farm assets			Other current farm Liabilities	
			Contingency income tax	
Total current farm assets		\$3,384.00	Total current farm liabilities	\$29,100.00
Intermediate Farm Assets		Intermediate Farm Liabilities		
Breeding livestock				
			John Deere 3720	16,000
			Greenhouses	10,000
Machinery and Equipment		24,500		
Other intermediate assets				
Total intermediate assets		\$24,500.00	Total intermediate farm liabilities	\$26,000.00
Long-term Farm Assets		Long-term Farm Liabilities		
25 ac, home and buildings		425,000	Mortgage	275,000
Other long-term assets				
Total long-term farm assets		425,000	Total long-term farm liabilities	275,000
Total farm assets		452,884	Total farm liabilities	330,100
Nonfarm assets		8,000	Nonfarm liabilities	
Car		12,000	Car Loan	5,000
Household items		15,000		
Cash value of life insurance		1,700		
Total nonfarm assets		36,700	Total nonfarm liabilities	5,000
<b>Total assets</b>		<b>\$489,584.00</b>	<b>Total liabilities</b>	<b>\$335,100.00</b>
			<b>Net Worth</b>	<b>\$154,484.00</b>

<b>Projected Equipment Purchasing Schedule</b>		
Equipment Item	Cash Cost	Purchase Date
<b>Greenhouse Equipment</b>		
Greenhouse 1	\$ 7,000.00	January-07
Greenhouse 2	\$ 6,000.00	January-08
Greenhouse 3	\$ 6,000.00	March-09
Tiller and attachments	\$ 2,500.00	January-09
Spray Equipment	\$ 1,000.00	January-09
Injectors, Irrigation	\$ 750.00	January-09
<b>Field Equipment</b>		
JD 3720 Tractor/Loader	\$ 16,000.00	January-07
Disc, attachments	\$ 1,500.00	March-09
Mower	\$ 600.00	March-09
Trellis for Fruit	\$ 1,600.00	June-09
Injector, Irrigation	\$ 800.00	June-09
Air Blast sprayer	\$ 2,000.00	June-10
<b>Transportation/Storage</b>		
Van	\$ 17,000.00	March-10
Cool Box	\$ 3,500.00	October-09
Packing Line	\$ 1,900.00	October-10
<b>Buildings</b>		
Pole Building Improvements	\$ 1,000.00	September-09
<b>Total Cash Equipment</b>	<b>\$ 69,150.00</b>	

2007	\$23,000.00
2008	\$6,000.00
2009	\$19,250.00
2010	\$20,900.00

# Inventory Adjusted Income Statement

Period covered January 1 - December 31, 2009

Cash Farm Income			Cash Farm Expenses			
Crop sales						
			Greens: Production Supplies	944.90		
Specialty Greens	630 Cases	7,875.00	Mini-Veg: Production Supplies	3,817.58		
Berries		0.00	Berry: Production Supplies	1,142.30		
Baby Vegetables	14,500 Items	18,900.00	Packing Boxes and Supplies	746.50		
			Insurance	1,700.00		
			Labor hired	7,687.50		
Livestock & LS product			Rent or lease (To self)	325.00		
			Repairs and maintenance	2,500.00		
			Taxes	450.00		
			Marketing	6,020.00		
			Other misc. farm expenses	3,300.00		
Government payments						
CREP/EQIP		1,500.00				
Other farm income						
<b>Total cash farm income</b>		<b>\$28,275.00</b>	<b>Total cash operating expense</b>	<b>\$28,633.78</b>		
			<b>Net cash farm income</b>	<b>-\$358.78</b>		
<b>Inventory change</b>						
	Crops & feed	Market Livestock	Receivables	Supplies	Payables (beg - end)	
Ending inventory				1,500.00		
Beginning inventory				1,500.00		
Inventory change	-	-	-	-	-	-
<b>Net operating profit</b>						<b>-\$358.78</b>
<b>Depreciation and Other Capital Adjustments</b>						
	Breeding Livestock	Machinery Equipment	Buildings Improvements	Other		
Ending inventory		32,336.00	12,000.00			
Capital sales		0.00	0.00			
Ending inv & sales	-	32,336.00	12,000.00	-		
Beginning inventory		19,000.00	12,000.00			
Capital Purchases		18,250.00	0.00			
Beg inv. & purchases	-	37,250.00	12,000.00	-		
Depre. & cap adjust.	-	-4,914.00	0.00	-		-\$4,914.00
<b>Profit or Loss</b>						<b>-\$5,272.78</b>

## Inventory Adjusted Income Statement

Period covered January 1 - December 31, 2010

Cash Farm Income			Cash Farm Expenses		
Crop sales					
			Greens: Production Supplies	944.90	
Specialty Greens	630 Cases	7,875.00	Mini-Veg: Production Supplies	3,817.58	
Berries	9,600 Pints	28,800.00	Berry: Production Supplies	2,661.26	
Baby Vegetables	14,500 Items	18,900.00	Packing Boxes and Supplies	746.50	
			Insurance	1,700.00	
			Labor hired	10,987.50	
Livestock & LS product			Rent or lease (To self)	325.00	
			Repairs and maintenance	2,500.00	
			Taxes	1,650.00	
			Marketing	6,020.00	
			Other misc. farm expenses	3,300.00	
Government payments					
CREP/EQIP		1,500			
Other farm income					
<b>Total cash farm income</b>		<b>\$57,075.00</b>	<b>Total cash operating expense</b>		<b>\$34,652.74</b>
			<b>Net cash farm income</b>		<b>\$22,422.26</b>
<b>Inventory change</b>					
	Crops & feed	Market Livestock	Receivables	Supplies	Payables (beg - end)
Ending inventory				1,500.00	
Beginning inventory				1,500.00	
Inventory change	-	-	-	-	-
<b>Net operating profit</b>					<b>\$22,422.26</b>
<b>Depreciation and Other Capital Adjustments</b>					
	Breeding Livestock	Machinery Equipment	Buildings Improvements	Other	
Ending inventory		48,321.55	12,000.00		
Capital sales		0.00	0.00		
Ending inv & sales	0.00	48,321.55	12,000.00	0.00	
Beginning inventory		32,336.00	12,000.00		
Capital Purchases		20,900.00	0.00		
Beg inv. & purchases	0.00	53,236.00	12,000.00	0.00	
Depre. & cap adjust.	0.00	-4,914.45	0.00	0.00	
<b>Profit or Loss</b>					<b>\$17,507.81</b>



**Cash Flow Budget**

Name&gt; Greenway Farms

	Last year	2009	2010	2011	2012	Total
<b>Cash inflow</b>						
1. Beginning cash balance	1,100.00	3,840.00	4,374.22	5,080.48	35,526.74	70,323.00
2. Mini-Vegetable Sales	0.00	18,900.00	18,900.00	18,900.00	18,900.00	75,600.00
3. Berry Sales	0.00	0.00	28,800.00	28,800.00	28,800.00	86,400.00
3. Specialty Greens	4,000.00	7,875.00	7,875.00	7,875.00	7,875.00	31,500.00
4. Other farm income	1,500.00	1,500.00	1,500.00	1,500.00	1,500.00	6,000.00
5. Capital sales	0.00	0.00	0.00	0.00	0.00	0.00
6. Off farm receipts: Off-farm Job	58,000.00	60,000.00	62,000.00	64,000.00	64,000.00	308,000.00
7. Total cash inflow (total 1 to 6)	64,600.00	92,115.00	123,449.22	126,155.48	156,601.74	577,823.00
<b>Cash outflow</b>						
8. Greens: Production Supplies	450.00	944.90	944.90	944.90	944.90	4,229.60
9. Mini-Veg: Production Supplies	0.00	3,817.58	3,817.58	3,817.58	3,817.58	15,270.32
10. Berry: Production Supplies	150.00	8,324.30	2,661.26	2,661.26	2,661.26	16,458.08
11. Packing Boxes and Supplies	100.00	746.50	1,502.50	1,502.50	1,502.50	5,354.00
12. Insurance	1,500.00	1,700.00	1,700.00	1,700.00	1,700.00	8,300.00
13. Labor hired: Seasonal	1,200.00	7,687.50	10,987.50	10,987.50	10,987.50	41,850.00
14. Repairs and maintenance	560.00	2,500.00	2,500.00	2,500.00	2,500.00	10,560.00
15. Taxes: Business, Property	1,000.00	1,650.00	1,650.00	1,650.00	1,650.00	7,600.00
17. Utilities	1,050.00	1,700.00	1,700.00	1,700.00	1,700.00	7,850.00
18. Marketing	1,000.00	6,020.00	4,215.00	4,215.00	4,215.00	19,665.00
19. Other farm expenses	650.00	3,300.00	3,500.00	3,500.00	3,500.00	14,450.00
20. Capital purchases	6,000.00	18,250.00	20,900.00	0.00	0.00	45,150.00
21. Family living or withdrawals	18,000.00	19,000.00	20,000.00	21,000.00	22,000.00	100,000.00
22. Term loan payments	29,100.00	29,100.00	29,100.00	29,100.00	29,100.00	145,500.00
23. Total cash outflow (total 8 to 23)	60,760.00	104,740.78	105,178.74	85,278.74	86,278.74	442,237.00
<b>Cash flow summary</b>						
24. Inflow minus outflow (lines 7-23)	3,840.00	(12,625.78)	18,270.48	40,876.74	70,323.00	135,586.00
25. New borrowing:term						
26. New borrowing:credit line		17,000.00				
27. Credit line payments			13,190.00	5,350.00		
28. Ending cash balance (24+25+26-27)	\$3,840.00	\$4,374.22	\$5,080.48	\$35,526.74	\$70,323.00	\$135,586.00

**Comments:**

Capital purchases such as tractor, farm equipment and buildings before 2007 are included in the term loan payment

All production, income and expenses estimates were derived from the enterprise budgets and fixed cost summary

# Fixed Cost Spreadsheet

## Depreciated Equipment Cost

Equipment Item	Cost (Initial - trade-in)	Expected Life (years)	Per Year Charge
<u>Greenhouse Equipment</u>			
Greenhouse 1	\$ 5,500.00	10	\$ 550.00
Greenhouse 2	\$ 5,000.00	10	\$ 500.00
Greenhouse 3	\$ 5,000.00	15	\$ 333.33
Tiller and attachments	\$ 2,000.00	8	\$ 250.00
Spray Equipment	\$ 800.00	8	\$ 100.00
Injectors, Irrigation	\$ 750.00	8	\$ 93.75
<u>Field Equipment</u>			
JD 3720 Tractor/Loader	\$ 14,000.00	12	\$ 1,166.67
Disc, attachments	\$ 2,000.00	18	\$ 111.11
Mower	\$ 400.00	18	\$ 22.22
Trellis for Fruit	\$ 1,600.00	12	\$ 133.33
Injector, Irrigation	\$ 800.00	8	\$ 100.00
Air Blast sprayer	\$ 2,000.00	12	\$ 166.67
<u>Transportation/Storage</u>			
Van	\$ 12,000.00	12	\$ 1,000.00
Cool Box	\$ 3,500.00	15	\$ 233.33
Packing Line	\$ 1,800.00	15	\$ 120.00
<u>Buildings</u>			
Pole Building	\$ 1,000.00	20	\$ 50.00
Total By Enterprise	\$ 58,150.00		\$ 4,914.45

**Total Yearly Equipment \$ 4,914.45**

## Interest

Interest on Fixed Cost	Total Fixed Cost	Rate	Per Year Charge
\$	58,150.00	7.0%	\$ 4,070.50

**Total Interest Payment \$ 4,070.50**

## Repairs

Equipment	1500
Greenhouse and Building	1000

**Total Repairs**                    \$                    **2,500.00**

## Taxes

Taxes, Tags, License Fees	450
---------------------------	-----

**Total Taxes**                    \$                    **450.00**

## Insurance

Liability Insurance	300
Property Insurance	400
Auto Insurance	1000

**Total Insurance**                \$                    **1,700.00**

**Total Fixed Cost**                \$                    **13,634.95**

**Percent Allocated to Each Enterprise**

	<b>Specialty Greens</b>	<b>Raspberries/Small Fruit</b>	<b>Baby Vegetables</b>
<b>Depreciated Equipment Cost</b>			
Greenhouse 1	100% \$ 550.00	0% \$ -	0% \$ -
Greenhouse 2	0% \$ -	100% \$ 500.00	0% \$ -
Greenhouse 3	50% \$ 166.67	0% \$ -	50% \$ 166.67
Tiller and attachments	50% \$ 125.00	25% \$ 62.50	25% \$ 62.50
Spray Equipment	50% \$ 50.00	30% \$ 30.00	20% \$ 20.00
Injectors, Irrigation	33% \$ 30.94	33% \$ 30.94	33% \$ 30.94
JD 3720 Tractor/Loader	20% \$ 233.33	40% \$ 466.67	40% \$ 466.67
Disc, attachments	20% \$ 22.22	40% \$ 44.44	40% \$ 44.44
Mower	20% \$ 4.44	40% \$ 8.89	40% \$ 8.89
Trellis for Fruit	\$ -	100% \$ 133.33	\$ -
Injector, Irrigation	33% \$ 33.00	33% \$ 33.00	33% \$ 33.00
Air Blast sprayer	\$ -	80% \$ 133.33	20% \$ 33.33
Van	33% \$ 330.00	33% \$ 330.00	33% \$ 330.00
Cool Box	33% \$ 77.00	33% \$ 77.00	33% \$ 77.00
Packing Line	33% \$ 39.60	33% \$ 39.60	33% \$ 39.60
Pole Building	33% \$ 16.50	33% \$ 16.50	33% \$ 16.50
GREENHOUSE	\$ 1,154.15	\$ 354.99	\$ 511.65
OUTSIDE	\$ 524.55	\$ 1,051.22	\$ 817.88
<b>Total Yearly Equipment</b>	<b>\$ 1,678.70</b>	<b>\$ 1,906.20</b>	<b>\$ 1,329.54</b>
<b>Total Interest Payment</b>	<b>34% \$ 1,390.42</b>	<b>39% \$ 1,578.86</b>	<b>27% \$ 1,101.22</b>

	Specialty Greens	Raspberries/Small Fruit	Baby Vegetables
<b>Total Repairs</b>	34% \$ 853.96	39% \$ 969.69	27% \$ 676.34
<b>Total Taxes</b>	34% \$ 153.71	39% \$ 174.54	27% \$ 121.74
<b>Total Insurance</b>	34% \$ 580.70	39% \$ 659.39	27% \$ 459.91
<b>Total Fixed Cost</b>	\$ 4,657.50	\$ 5,288.69	\$ 3,688.75

**CROP: Specialty Greens**

**1&1/2 HOUSES PLUS 1/2 ACRE OUTSIDE 2009**

ITEM	UNIT	QUANTITY	PRICE	TOTAL
<i>INCOME</i>				
	CASE	630.00	\$12.50	\$7,875.00
<i>VARIABLE/OPERATING COSTS</i>				
SEEDS	OUNCES	5.00	\$15.50	\$77.50
POTTING SOIL MEDIA	BAG (3.8CF)	5.00	\$19.35	\$96.75
<i>FERTILIZER</i>				
N	POUNDS	45.00	\$0.48	\$21.60
P	POUNDS	45.00	\$0.51	\$22.95
K	POUNDS	45.00	\$0.28	\$12.60
<i>INSECTICIDE</i>				
DIPEL	POUNDS	1.00	\$12.50	\$12.50
MALATHION	OUNCES	8.00	\$0.25	\$2.00
GREENHOUSE FUEL	GALLONS	300.00	\$2.25	\$675.00
SOIL TEST	ACRE	1.00	\$6.50	\$6.50
LIME	TON	0.50	\$35.00	\$17.50
<i>LABOR—WEEDING, HARVESTING &amp; PACKING</i>				
	HOURS	125.00	\$7.50	\$937.50
PACKING BOXES	UNIT	630.00	\$0.55	\$346.50
INTEREST ON OPERATING CAPITAL	APR	2,228.90	7.0%	\$78.01
TOTAL VARIABLE COSTS LISTED ABOVE				\$2,306.91
<i>FIXED/OVERHEAD COSTS (SEE FIXED COST ALLOCATION SUMMARY)</i>				
EQUIPMENT DEPRECIATION	FARM	1.00	\$1,678.70	\$1,678.70
INTEREST PAYMENT	FARM	1.00	\$1,390.42	\$1,390.42
REPAIRS	FARM	1.00	\$853.96	\$853.96
TAXES	FARM	1.00	\$153.71	\$153.71
INSURANCE	FARM	1.00	\$580.70	\$580.70
<i>LAND CHARGE</i>				
			\$65.00	\$65.00
TOTAL FIXED COST LISTED ABOVE				\$4,722.50
TOTAL VARIABLE AND FIXED COST				\$7,029.41
NET INCOME OVER VARIABLE & FIXED COSTS				\$845.59
		<b>PRICES</b>		
NET INCOME ABOVE VARIABLE AND	<b>YIELDS</b>	\$9.38	\$12.50	\$15.63
FIXED COSTS LISTED ABOVE FOR	473	(\$2,599.73)	(\$1,123.16)	\$353.40
VARIOUS YIELDS AND PRICES	630	(\$1,123.16)	\$845.59	\$2,814.34
	788	\$353.40	\$2,814.34	\$5,275.27

**CROP: Berries Establishment**

**3 ACRES OUTSIDE PLUS 1 HOUSE 2009**

ITEM	UNIT	QUANTITY	PRICE	TOTAL
<i>INCOME</i>				
	PINT	0.00	\$1.50	\$0.00
<i>VARIABLE/OPERATING COSTS</i>				
PLANTS (ALLOCATED OVER 15 YEARS)	PLANT	8,100.00	\$0.95	\$513.00
FERTILIZER				
N	POUNDS	180.00	\$0.48	\$86.40
P	POUNDS	360.00	\$0.51	\$183.60
K	POUNDS	360.00	\$0.28	\$100.80
CHEMICAL	POUNDS	24.00	\$8.50	\$204.00
SOIL TEST	ACRE	3.00	\$6.50	\$19.50
LIME	TON	1.00	\$35.00	\$35.00
LABOR - mowing, raking, baling				
	HOURS	360.00	\$7.50	\$2,700.00
SUPPLIES				
	ACRE	0.00	\$0.09	\$0.00
INTEREST ON OPERATING CAPITAL				
	APR	3,842.30	7%	\$249.75
TOTAL VARIABLE COSTS LISTED ABOVE				\$4,092.05
<i>FIXED/OVERHEAD COSTS (SEE FIXED COST ALLOCATION SUMMARY)</i>				
EQUIPMENT DEPRECIATION	FARM	1.00	\$1,051.22	\$1,051.22
INTEREST PAYMENT	FARM	1.00	\$1,578.86	\$1,578.86
REPAIRS	FARM	1.00	\$969.69	\$969.69
TAXES	FARM	1.00	\$174.54	\$174.54
INSURANCE	FARM	1.00	\$659.39	\$659.39
LAND CHARGE				
	FARM	3.00	\$65.00	\$195.00
TOTAL FIXED COST LISTED ABOVE				\$3,577.49
TOTAL VARIABLE AND FIXED COST				\$7,669.54
NET INCOME OVER VARIABLE & FIXED COSTS				-\$7,669.54
			<b>PRICES</b>	
NET INCOME ABOVE VARIABLE AND	<b>YIELDS</b>	\$1.13	\$1.50	\$1.88
FIXED COSTS LISTED ABOVE FOR	0	(\$7,669.54)	(\$7,669.54)	-\$7,669.54
VARIOUS YIELDS AND PRICES	0	(\$7,669.54)	(\$7,669.54)	-\$7,669.54
	0	(\$7,669.54)	(\$7,669.54)	-\$7,669.54

**CROP: Berries Year 2**

**3 ACRES OUTSIDE PLUS 1 HOUSE 2010**

ITEM	UNIT	QUANTITY	PRICE	TOTAL
<i>INCOME</i>				
	PINT	9,600.00	\$3.00	\$28,800.00
<i>VARIABLE/OPERATING COSTS</i>				
PLANTS (ALLOCATED OVER 15 YEARS)	PLANT	8,100.00	\$0.95	\$513.00
<i>FERTILIZER</i>				
N	POUNDS	180.00	\$0.48	\$86.40
P	POUNDS	360.00	\$0.51	\$183.60
K	POUNDS	360.00	\$0.28	\$100.80
<i>PESTICIDES</i>				
Sevin	POUNDS	24.00	\$8.50	\$204.00
Diazion	GALLON	4.00	\$52.80	\$211.20
Surflan	POUNDS	3.60	\$18.50	\$66.60
Devrinol	POUNDS	12.00	\$9.93	\$119.16
GREENHOUSE FUEL	GALLONS	100.00	\$2.25	\$225.00
MULCH	CUBIC YD	60.00	\$23.50	\$1,410.00
SOIL TEST	ACRE	3.00	\$6.50	\$19.50
LIME	TON	1.00	\$35.00	\$35.00
<i>LABOR - PRUNE &amp; TRELLISING,HARVEST,PACK</i>				
	HOURS	800.00	\$7.50	\$6,000.00
<i>1/2 PINT PACKS</i>				
	UNIT	8,400.00	\$0.09	\$756.00
<i>INTEREST ON OPERATING CAPITAL</i>				
	APR	9,930.26	7%	\$645.47
TOTAL VARIABLE COSTS LISTED ABOVE				\$10,575.73
<i>FIXED/OVERHEAD COSTS (SEE FIXED COST ALLOCATION SUMMARY)</i>				
EQUIPMENT DEPRECIATION	FARM	1.00	\$1,051.22	\$1,051.22
INTEREST PAYMENT	FARM	1.00	\$1,578.86	\$1,578.86
REPAIRS	FARM	1.00	\$969.69	\$969.69
TAXES	FARM	1.00	\$174.54	\$174.54
INSURANCE	FARM	1.00	\$659.39	\$659.39
<i>LAND CHARGE</i>				
	FARM	3.00	\$65.00	\$195.00
TOTAL FIXED COST LISTED ABOVE				\$3,577.49
TOTAL VARIABLE AND FIXED COST				\$14,153.21
NET INCOME OVER VARIABLE & FIXED COSTS				\$14,646.79
			<b>PRICES</b>	
NET INCOME ABOVE VARIABLE AND	<b>YIELDS</b>	\$2.25	\$3.00	\$3.75
FIXED COSTS LISTED ABOVE FOR	7,200	\$2,046.79	\$7,446.79	\$12,846.79
VARIOUS YIELDS AND PRICES	9,600	\$7,446.79	\$14,646.79	\$21,846.79
	12,000	\$12,846.79	\$21,846.79	\$30,846.79



**CROP: Mini Melons, Baby Squash, Onions**

**2 ACRES AND 1/2 HOUSE FOR YEAR 2009**

ITEM	UNIT	QUANTITY	PRICE	TOTAL
<i>INCOME</i>				
BABY SQUASH	PINTS	5,000.00	\$1.50	\$7,500.00
MINI-MELONS	PIECE	7,000.00	\$1.20	\$8,400.00
ONIONS	BUNCH	2,500.00	\$1.20	\$3,000.00
TOTAL INCOME				\$18,900.00
<i>VARIABLE/OPERATING COSTS</i>				
TRANSPLANTS	EACH	6,000.00	\$0.25	\$1,500.00
COVER CROP	ACRE	2.00	\$30.00	\$60.00
FERTILIZER				
N	POUNDS	250.00	\$0.52	\$130.00
P	POUNDS	150.00	\$0.40	\$60.00
K	POUNDS	350.00	\$0.50	\$175.00
PESTICIDE				
BRAVO, 8 SPRAYS	GALLON	4.00	\$45.00	\$180.00
ADMIRE	OUNCE	20.00	\$5.12	\$102.40
MITICIDE (AGRIMEK)	OUNCE	24.00	\$4.81	\$115.44
QUADRI	OUNCE	24.00	\$2.23	\$53.52
STRATEGY (HERBICIDE)	PINTS	4.00	\$10.16	\$40.64
THIODAN	PINTS	9.00	\$4.62	\$41.58
SOIL TEST	ACRE	1.00	\$6.50	\$6.50
LIME	TON	0.50	\$35.00	\$17.50
PLASTIC MULCH	YARDS	4,000.00	\$0.02	\$80.00
TRICKLE TUBE	YARDS	4,000.00	\$0.06	\$240.00
CUSTOM MULCH LAYING	ACRE	2.00	\$100.00	\$200.00
HARVEST BINS	BIN	5.00	\$20.00	\$100.00
GREENHOUSE FUEL	GALLONS	300.00	\$2.25	\$675.00
BEE RENTAL	ACRE	1.00	\$40.00	\$40.00
LABOR—HARVESTING & PACKING	CARTON	450.00	\$9.00	\$4,050.00
PACKING BOXES	BOX	400.00	\$1.00	\$400.00
INTEREST ON OPERATING CAPITAL	APR	\$6,342.58	7%	\$412.27
TOTAL VARIABLE COSTS LISTED ABOVE				\$8,679.85
<i>FIXED/OVERHEAD COSTS (SEE FIXED COST ALLOCATION SUMMARY)</i>				
EQUIPMENT DEPRECIATION	FARM	1.00	\$1,329.54	\$1,329.54
INTEREST PAYMENT	FARM	1.00	\$1,101.22	\$1,101.22
REPAIRS	FARM	1.00	\$676.34	\$676.34
TAXES	FARM	1.00	\$121.74	\$121.74
INSURANCE	FARM	1.00	\$459.91	\$459.91
LAND CHARGE			\$65.00	\$65.00
TOTAL FIXED COST LISTED ABOVE				\$3,753.75
TOTAL VARIABLE AND FIXED COST				\$12,433.60
NET INCOME OVER VARIABLE & FIXED COSTS				\$6,466.40
			<b>PRICES</b>	
NET INCOME ABOVE VARIABLE AND FIXED COSTS LISTED ABOVE FOR	<b>SALES</b>	25% BELOW	EXPECTED	25% ABOVE
VARIOUS YIELDS AND PRICES	25 % BELOW	(\$1,802.35)	(\$57.25)	\$5,285.15
	EXPECTED	\$1,741.40	\$6,466.40	\$11,191.40
	25% ABOVE	\$5,285.15	\$8,193.65	\$17,097.65