Agricultural Business-Planning Webinar Series

PART 3 – DEFINING YOUR KEY BUSINESS OPERATIONS & DEVELOPING A FINANCIAL PLAN

THANK YOU FOR JOINING US! THE WEBINAR WILL BEGIN SHORTLY.
Webinar Management

Participants will be muted for this webinar.

If you have questions during the webinar, please “raise your hand” using the hand button or you may enter your question(s) in the Question box.
First Nations Mission & Guiding Principle

Exclusively committed to the control of tribal assets by tribes and Native communities

• First Nations works to strengthen American Indian economies to support healthy Native communities. We invest in and create innovative institutions and models that strengthen asset control and support economic development for American Indian people and their communities.

• At First Nations, we’re guided by the belief that when armed with the appropriate resources, Native Peoples hold the capacity and ingenuity to ensure the sustainable, economic, spiritual and cultural well-being of their communities.
What “Assets” Mean to First Nations

Physical Assets
Natural Assets
Assets in Indian Country
Social Capital
Human Capital
Political Assets
Financial/Economic Assets
Institutional Assets
Cultural Assets
First Nations’ Facts

1980: Founding Year
1980-2016: Provider of TTA
1993: National Grantmaking Program begins
1993-2016: Awarded 1,162 in grants; $25.95 million
First Nations’ Strategies & Programs
Relevant Experience

- Mississippi Choctaws – Director of Economic Development
- 20+ years of Tribal Economic Development Experience
- General Manager of the Tribe’s certified organic vegetable farming business
- Project management experience includes development and start-up of many tribally-owned companies representing an >$500 million investment
- Currently managing 8 separate grant projects for the Tribe
- Participated in a wide range of project financing methods including traditional loans, loan guarantees, and New Markets Tax Credit financing.
- Manage the Tribe’s 800,000 square foot commercial real estate portfolio
- B.B.A. from Millsaps College
- M.B.A. from Duke University
Business of Indian Ag

PART 3: DEFINING YOUR KEY BUSINESS OPERATIONS & DEVELOPING A FINANCIAL PLAN
Agenda – Part 3

Defining Your Key Business Operations & Developing a Financial Plan

- Risk Management
- Defining Key Operations
- Staffing Needs
- Financial Principles & Concepts
- Investment Requirements
- Operating Expenses
- Profitability
- Pricing
- Exit Strategy
Wide Range of Interests...

Cattle Ranching
Vegetable Farming
Orchards
Value-added processing
Traditional crops
Food hubs
Etc.
Food Sovereignty Case Studies

**Organic Mixed Vegetables** – *Mississippi Choctaw Fresh Produce*

**Fish Processing** – *Red Lake Nation*

**Traditional Wild Rice** – *White Earth Nation*

**Beef Cow / Calf Operation** – *Choctaw Nation of Oklahoma*

**Food Incubator / Kitchen** – *Taos Economic Development Association*

**Pecan Orchards** – *Choctaw Nation of Oklahoma*

**Integrated Food Systems** – *Oneida Tribe of Wisconsin*
U.S. Ag Industry Overview

U.S. beef cattle industry is predicting rising international demand

Beef ‘supply chain’ is accustomed to ranches of 20 – 60 head of cattle

Fresh Produce demand is rising

Increasing competition among retailers is putting pricing pressure on growers

Increasing demand of sophisticated IT systems for growers makes it hard for small-scale growers

20% of retailers control 70% of produce sales

Most “family-scale” produce farmers need to find local customers that are willing to pay more for local produce
1. 2 Generic Types of Business:
   • High volume, Low Price
   • Low Volume, High Price

2. Pareto Principle or 80/20 Rule:
   • Most Ag Enterprises are ‘under-resourced’
   • Focus on the most important 20%

3. Scale:
   • Most Native Ag is ‘small scale’ when compared to large commercial ag
   • Small scale can’t compete on ‘price’

4. MIT University – 80% Rule:
   • “Perfect is the Enemy of Done”
Part 2 - Recap

S.W.O.T. Analysis Tool: Applied to your location to help identify potential target markets

Focus on your strengths and opportunities

Identify what the market needs that you could provide

Find a market niche and focus on that one area before scaling up to other markets

Determine what distribution channel you will use to access your customers (e.g., wholesale, retail, contract grower, distributor, Community Supported Agriculture)

Decide what image / brand you want to portray and find ways to communicate this (e.g., logos, website, social media, newsletters, labeling, press releases, etc.)

Develop a simple marketing matrix to show what marketing tactics you will use & the frequency
- Write out your Draft Mission Statement
- Summarize your Business & Personal Goals
- Finalize your S.W.O.T. Analysis
- Write out your Market Research Plan
- Define the Market Need you will serve
- Define your Product/Service
- Define your Target Market
- Define the Image you want to portray
- Outline Your Marketing Plan
Part 3

You have defined your **WHY**

You have defined your **WHAT**

Next step...

Determine **HOW (i.e., Operations)**
What could go wrong?
How can you plan ahead to mitigate your risks?
Weather
Such as....

*Need part-time help during harvest season*

*Untrained employees*

*Injury on the job*

*Key employee quits*
Real World Example

DAVID & DAPHNE, HIRED IN 2013

MR. HOY, FARM MANAGER, 40 YRS EXPERIENCE
PASSED AWAY UNEXPECTEDLY DEC. 2015
Other Potential Risks

Sales prices are too low when ready to sell
Key equipment failure at critical time
Pest infestation
Disease
Feed prices go up
Change in Tribal Administration
Loss of land lease
Etc.
Risk Management

- Unpredictable weather => High Tunnels, Irrigation
- Poor Herd Health => Regular testing, Veterinarian
- Over-grazing => Grazing Management Plan
- Key Employee Quits => Cross-training plan/Employee Development Plan
- Crop Failure => Insurance, Crop Diversification
- Prices too low => Off-farm income, Hedge with contract growing
- Food Safety => Regular Soil Testing, Water Testing, GAP Certification
- Personal Risk => Disability Insurance, Life Insurance
- Disease / Pest Problems => Crop Rotation Plan, Integrated Pest Management Plan
HOW will you get it done? Operations

- Human Resources
- Knowledge/skills
- Physical Assets
- Systems/Record Keeping
- Financial Tracking
Who will do the work? Staffing/HR

What tasks need to get done?
What knowledge is required?
What skills are required?
How long will the tasks take?
Who is going to do them?

TIP

If you don’t know this information, you should visit a farm that is similar to what you think you want to do that is being run by someone that is making a living doing it.
Human Resource Needs

? Horticulture / Agronomy
? Pasture / Range Management
? Clerical
? Farm Crew Supervisors
? Harvest/Wash/Pack Crew
? Delivery Person
? Heavy Equipment Operations and Maintenance

? Animal Husbandry
? Bookkeeping
? Marketing
? Sales
? Business Management
? Retail Sales Clerks
? Student/Educational Tours
? Food Safety Regulations
MANAGEMENT & ORGANIZATION

**Board of Directors** – Governance and Oversight

**Advisory Board** – Provide advice and guidance to the Board and/or Manager

**Management Team** – Day-to-day Operations

**Staffing Plan** – Job Titles, Descriptions, Pay Rates, Full-time/Part-time

**Professional Services** – SMEs, Accounting/Taxes, Marketing, Grant Writing, etc.
Sample Organization Chart

...we are a Public-Private Partnership
## Staffing Plan Template

<table>
<thead>
<tr>
<th>TITLE</th>
<th>#</th>
<th>NAME(S)</th>
<th>DESCRIPTION</th>
<th>PAY RATE</th>
<th>ANNUAL EXPENSE</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Skill Gaps

“A gap between what employers want or need their employees to be able to do, and what those employees can actually do when they walk into work.”-Forbes.com

What gaps exist in your operation?
How could you address them?

TIP

If you are not good at something that needs to get done and you don’t have the time or interest to do it, plan to delegate or hire an expert.

Remember – focus on your strengths not your weaknesses.
Options

Self-employed
Seasonal Workers
Contract help
Professional Consultants
Advisory Board
Establish Partnerships
Opportunity Cost

“Opportunity cost refers to a benefit that a person could have received, but gave up, to take another course of action. Stated differently, an opportunity cost represents an alternative given up when a decision is made. This cost is, therefore, most relevant for two mutually exclusive events. In investing, it is the difference in return between a chosen investment and one that is necessarily passed up.”

Source: Investopedia.com

Examples:

Should I farm full-time or maintain an off-farm job?

Should I pay myself a higher salary or buy a new tractor?

Should I use my money to buy more cattle or pay down debt?
Highest and Best Use

“The reasonable, probable and legal use of vacant land or an improved property, which is physically possible, appropriately supported, financially feasible, and that results in the highest value.”

Source: Appraisal Institute

Examples:

Are you competing with commercial or residential developers to buy land for farming?

3 Ways to Evaluate Your Finances

Balance Sheet

Start-up Budget

Income Statement (Profit & Loss Statement)
Understanding Your Financial Picture

How much are you **worth**?
- What you **own** – What you **owe** = Net Worth
- *Balance Sheet*

How much do you need to **earn** each year? Each month?
New Investment Required

Physical assets:
- Land
- Equipment
- Facilities
- Supplies
- Inventory
- Other?
Operating Expenses

**Direct:** Labor (including you), feed, seed, slaughter fees, butcher fees, utilities/electricity, fuel

**Indirect:** Mortgage, interest expense, insurance, marketing, fuel, depreciation
- This is the amount of money you need after covering direct expenses

**Mark-up:** Once you know your Direct Expenses, add a *margin* that covers your indirect expenses
- This is your minimum price
- Add extra margin to cover unforeseen expenses and hopefully make a profit
Operating Efficiency

What are your major expenses?

What could you do to maximize efficiency?

REMEMBER the 80/20 Rule

20% of your activities produce 80% of your results (generally speaking)
Profitability

Ultimately, you need to produce and sell enough volume at sufficient margin to cover direct + indirect expenses.

3 options to increase profitability:

◦ Produce more (volume)
◦ Sell at higher price (margin)
◦ Reduce costs (expenses)
“You must manage your farm to cover all expenses to keep the farm going and providing profit to reward your time, make returns on investments past and future, and save for retirement. How you get there is called management.”

Mr. Jim Munsh – Organic Beef Farmer
Decisions that impact profitability - Veggies

Deciding what **market channels** to pursue or not
  ◦ And which crops should be sold in each channel

Setting **prices** in each channel

Deciding **what and in what quantity** to plant

**Grow vs. buy** decision (greenhouse, crops, produce)

Deciding if a crop should be **harvested or not**

Deciding the balance of **labor and mechanization**

Deciding **facility investment**

If land is needed, deciding to **rent or buy**
Pricing

What is your **pricing strategy**?

How can you find out the prices in your **market**?

What could you do to **add value** to your product/service?
Pricing

Make sure your price fits your marketing strategy

◦ If your price is too high for the demographic you are targeting then you either need to change your target market, scale up or find a way to cut costs.

Do a market study to find out if target customers will pay the price you need

◦ Talk with existing farmers
◦ Visit with customers
◦ Understand your target market
◦ Go shopping: visit outlets, websites, CSA brochures
◦ Public sources:
  ◦ Livestock, poultry, hay & grains: www.ams.usda.gov
  ◦ Fruits & vegetables: ers.usda.gov

REMINDER – KEY BUSINESS CONCEPTS

#1. 2 Generic Types of Business:
  • High volume, Low Price
  • Low Volume, High Price

#3. Scale:
  • Most Native Ag is ‘small scale’ when compared to large commercial ag
  • Small scale can’t compete on ‘price’
Competitors’ Pricing

Good to know what others charge

Use as a Benchmark

Don’t use to set your prices unless you can increase

If your competitors are higher, decide if you want to charge less and take their business. Depends on your overall financial situation & mission
How Can Small Farms Add Value?

Unique Crops: heirloom, exotic, traditional
Growing Methods: organic, pesticide free, free range, cage free, non-GMO feed
Ethics: cruelty free, worker respect, environmentally friendly
Locally Grown
Better Taste
Availability (seasonality, variety)
Reliability
Packaging
Intangibles: reputation, stewardship, trust

CAUTION

YOU MUST HAVE CUSTOMERS WILLING TO BUY

DEPENDS 100% ON YOUR MARKET
We focus on the quality and freshness of our vegetables.

We favor root vegetables that can be sold with their leaves, demonstrating that the crops are fresh.

We avoid storage vegetables (potatoes, parsnips, winter squash, rutabagas) which for the most part take up space in the garden for a long time and cannot be marketed as fresh.

We choose the tastiest cultivars (different varieties of the same vegetable), since we want to encourage our members and customers to discover new tastes.

We supplement our production with vegetables purchased from other producers who specialize in crops that we have chosen not to grow.

We force our early-season crops in order to be the first to offer them at market.

We change our prices as little as possible, and explain to our members and customers the negative effects of “dumping” that drives grocery store prices down.

We always wash our vegetables and display them neatly.

We guarantee satisfaction with our products at all times, no questions asked.

We have taken the time to design an eye-catching logo that clearly identifies our products. At the local grocery store, customers swear by our products, which they recognize easily. They know that they are supporting the farm down the road.
How do I get more customers?

Creative marketing & differentiated products

If you want to sell low then raise prices later, it probably won’t happen.

Look for long-term customers.

If you are talking to customers that only care about price, you will probably lose.
Would it help you to prepare an Annual Calendar for your Ranch?
## Annual Calendar for Cow/Calf Operation

<table>
<thead>
<tr>
<th>Herd Health Production Schedule</th>
<th>Jan</th>
<th>Feb</th>
<th>Mar</th>
<th>Apr</th>
<th>May</th>
<th>Jun</th>
<th>Jul</th>
<th>Aug</th>
<th>Sep</th>
<th>Oct</th>
<th>Nov</th>
<th>Dec</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increase nutrition to cows prior to calving</td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Prepare for calving</td>
<td></td>
<td></td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Calving Time</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>X</td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Calf health care</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Animals are turned out to pasture</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>Fertility test bulls</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Calves branded, castrated, dehorned, ear-tagged</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>X</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Vaccinate calves</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Vaccinate cows and replacements</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cattle are turned out on range</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>Cattle brought in from summer range</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Calves weaned &amp; sold off or retained</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>Cows are pregnancy tested and culled accordingly</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Begin animals on feed</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>X</td>
</tr>
</tbody>
</table>

SOURCE: University of Minnesota – AgPlan.umn.edu
Regenerative Farming Practices

We strive to farm in a manner that will allow our land to be farmed for generations. We also feel it is important to share our knowledge and experience with other farmers. The documents below outline our farming practices. We hope they are helpful.

Soil Fertility Practices on Roxbury Farm

This document describes how we work with the physical, biological, and chemical properties of soil.

www.roxburyfarm.com/information-for-farmers/

Soil Fertility

Biodynamic Plan

Whole Farm Approach

Harvest Manual

Crop Manual

Purchasing Equipment

Crop Plan for 100 Member CSA
Feeding 200 families on 1.5 acres of cultivated land in Quebec
1. **Inventory**: # cows exposed to bulls, #calves weaned, etc.

2. **Animal ID**: place of origin, DOB, health, vaccinations, etc.

3. **Market weights**: cows, calves, bulls by group (good) or individual (better)

4. **Pregnancy data**: ‘open’ cows cost money to keep

5. **Calving data**: calf&dam ID, calving/dystocia score, birth date, weight, etc.

6. **Pasture usage**: dates used, precipitation levels, stocking rate

7. **Feed purchases**: dates, supplier and feed tags

8. **Sire information**: what bulls were with each group of cows

9. **Enterprise Costs**: feed, maintenance, depreciation, interest, labor, etc. by enterprise (cow/calf, feeders, crop or hayland, etc.)

10. **Enterprise Revenues**: Income for each enterprise - cull cows, bulls, steers, heifers, feed, etc.

*Source: Beefmagazine.com*
Expenses Depend on Business Model

Livestock:
- If buying feed for animals, need to understand feed conversion rate of each animal and how much it will cost to get your animals up to market weight.
# Livestock Budget Template

##Breeding Livestock - Product or Per Head Sales

<table>
<thead>
<tr>
<th>Budget number</th>
<th>Livestock enterprise</th>
<th>Description</th>
<th>Yearly</th>
<th>Per Year</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Dearth</th>
<th>Grazing</th>
<th>Disease</th>
<th>Vet.</th>
<th>Feeding</th>
<th>Reproduction</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

##Growing & Finishing - Purchased At A Per Head Price

<table>
<thead>
<tr>
<th>Budget number</th>
<th>Livestock enterprise</th>
<th>Description</th>
<th>Yearly</th>
<th>Per Year</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Slaughter</th>
<th>Feed</th>
<th>Worm</th>
<th>Noon</th>
<th>Purchase</th>
<th>Vet.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

##Contact Information

University of Minnesota = Center for Farm Financial Management

http://www.cffm.umn.edu/
Most produce farms need to improve **records**

**Yield Records:**
- **Good:** By crop
- **Better:** By crop & by field
- **Best:** By crop, field with lot numbers for tracking

**Sales Records:**
- **Good:** Track total sales income & volume by channel
- **Better:** Track total sales income & volume by crop by channel
- **Best:** Track total sales income & volume by crop by channel by each way sold (units)

**Labor Records:**
- **Good:** Keep time cards & totaling labor hours + keep your hours
- **Better:** Track hours by activity: grow, HWP, sell
- **Best:** Track hours by activity & by crop

**SOURCE:** ssawg.org
Typical Costs of Mixed Vegetable Farm

- Labor: 62%
- Seed, fertilizer, plants: 12%
- Machinery: 8%
- Marketing w/out Labor: 9%
- Other: 9%

Source: SSAWG.org
Labor Expense Includes

Wages: including owners

Taxes

Benefits:
- Health Insurance
- Food
- Education
- Workman’s Comp
- Housing?
Non-Management Labor Distribution

Selling 10%
Growing 30%
Harvest, Wash, Pack 60%

*Streamline HWP by being super organized
*Roxbury Farm Harvest Manual – shows metrics
Expenses Depend on Business Model

Fresh Produce:
- Growing & harvesting is **same expense** for all
- **Distribution channel** determines added expense
- Selling at farmers markets across the state? Higher fuel costs
- Wholesale – more packaging & more culls
- Chilling / freezing? Higher electrical expenses
Do you pay yourself?

Need to track this expense to understand your true costs

If you don’t pay yourself, you need to add into your cost analysis
More Words of Wisdom

“Customers don’t care what your costs are. They do care how much they pay to get what they want” – Jim Munsh

The price that the market will pay is a moving target

Staying on top of it is crucial to setting your prices

The market sets the price but you must validate against your costs.
Balance Sheet

Assets (current value of what you own)
- Liabilities (current value of what you owe)
= Net Worth

*Important to your bankers

University of Minnesota - Center for Farm Financial Management
http://www.cffm.umn.edu/
Income Statement

Revenue
- Direct Expenses
= Gross Profit
- Indirect Expenses
= Net Income (Loss)

Free Template: http://smallfarms.cornell.edu
Exit Strategy

What do you want to happen to your farm when you retire?

What steps could you take in advance to make this a reality?
Some things to consider

Land deeds and records

Equipment title

Financial records by enterprise

Are you willing to finance the buyer?

Are you willing to train / mentor the buyer?

Other?
Potential
Next Steps

- Develop a **Staffing Plan & Org Chart**
- Develop an **Annual Operating Calendar**
- Research **Pricing & Determine Strategy**
- Develop **Expense Tracking System**
- Prepare your personal **Balance Sheet**
- Develop a **Start-up Budget**
- Draft a **Pro-forma Income Statement**
- Write your **Exit Strategy**

**REMINDER**

KEY BUSINESS CONCEPTS

#4. MIT University – 80% Rule:
“Perfect is the Enemy of Done”
### Business Name:

### Owner(s):

### Mission:

### Business Type:

### Customer Need:

### Product/Service:

### Primary Market:
- Distribution Channel:
- Key Operation #1:
  - Needs (if any):
- Key Operation #2:
  - Needs (if any):
- Key Operation #3:
  - Needs (if any):

### Secondary Market:
- Distribution Channel:
- Key Operation #4:
  - Needs (if any):
- Key Operation #5:
  - Needs (if any):

### Investment #1 ($______)
- Investment #2 ($______)
- Investment #3 ($______)

### Staffing Plan:

<table>
<thead>
<tr>
<th>Title</th>
<th>#</th>
<th>Name(s)</th>
<th>Description</th>
<th>Pay Rate</th>
<th>Annual Expense</th>
</tr>
</thead>
</table>

### Exit Strategy:
Available Ag Business Planning Resources

University of Minnesota – AgPlan.umn.edu

Cornell University – nebeginningfarmers.org

USDA - newfarmers.usda.gov/make-farm-business-plan
Yakoki!

John Hendrix
Director of Economic Development
Mississippi Band of Choctaw Indians
jhendrix@choctaw.org
601.416.0378
Upcoming Trainings: Business of Indian Agriculture & Food Sovereignty Assessment Tool (FSAT)

June 27-29, 2017 - Phoenix, Arizona – Two-day, train-the-trainer focused training on the Business of Indian Agriculture curriculum, plus an additional one-day Food Sovereignty Assessment Tool (FSAT) training.

- **June 27-28 - Days 1 & 2**: The *Business of Indian Agriculture training* is a curriculum designed to help farmers and ranchers succeed in managing their businesses. The first two days of each training will provide insight and strategies to help you develop your business plan, unique considerations in agricultural businesses, and other tools to improve your agricultural enterprise. Topics covered will include developing a business plan, financial and strategic planning, financial management and budgeting and agribusiness marketing. Additionally, you will have the opportunity to network with other people involved in business plan development and agricultural projects.

- **June 29 - Day 3**: The *Food Sovereignty Assessment Tool (FSAT) training* is meant to begin the process of telling the food story of a community through a community-driven and participative process of data collection. Food has always played a central role in Native communities. It reflects environmental, economic, social and political values. For some communities today, the relationship to food is much less visible than it used to be. The diet history, gathering and consumption practices, value of food products, and source of foods tell the story of a community and its people and can help define their future. For example, there are very complex cause-and-effect relationships between food choices (or lack thereof) that have consequences for health, economy, and even social implications. The information can be used to understand community food supply chains, agricultural and food profiles, as well as community economic and health considerations. Best of all, it can be used to improve and strengthen your community’s food sovereignty.
First Nations Development Institute and the Oneida Nation of Wisconsin will host the national Food Sovereignty Summit October 2-5, 2017, in Green Bay, Wisconsin. This is THE annual forum for sharing and collaboration to build healthy food systems within our communities.

This event is perfect for Native farmers, ranchers, gardeners, businesses, policymakers, tribal agriculture staff, Native nonprofits working in agriculture, small producers, tribal producers and tribal leaders. Optional experiential learning sessions are scheduled, and the main Summit offers three main training tracks:

- Track 1: Applied Agriculture
- Track 2: Community Outreach
- Track 3: Products to Market

The planned Experiential Learning Sessions are:

- Tsyunhehkwa Organic Farm - Managed Grazing
- Aquaponics
- Environmental Restoration - "Trout Creek Headwater Tributary"
- Apple Harvesting and Distribution
Thank you joining our webinar today!

Recording and attachments can be downloaded from www.firstnations.org/fnk next week

Any questions, please feel free to contact Tawny Wilson at the First Nations Development Institute at (303)774-7836 ext. 218 or via email: twilson@firstnations.org