

Farm and Ranch Business Health Assessment

OVERVIEW & INSTRUCTIONS

There are nine separate sections covering different aspects of farm and ranch business health. Each section contains several multi-part questions. Each question has a number of answer choices, and each answer choice has a numeric or alpha value. Select the answer choice that best fits your understanding and enter the numeric or alpha value in the box in the column to the right. Note that there are different columns for numeric or alpha values - do not enter in the column with the greyed out box, enter in the column with the boldly outlined box.

The sections and their purposes are as follows:

BUSINESS FORMATION evaluates your understanding of limited and unlimited liability and business entity types. For entities with multiple owners this section evaluates if the entity been properly formed and capitalized, and if the governing agreement addresses critical issues.

LAND evaluates if you have secure land tenure, if you know how to find new land, if you know how and why to own land separately from your business, if you understand the tax treatment of land improvements and permanent crops, and if you are in compliance with significant environmental regulations.

ACCOUNTING evaluates your bookkeeping and accounting practices to ensure that you have a system sufficient for tax and managerial accounting and that you understand how to manage your business from a balance sheet perspective.

TAXATION evaluates your understanding of farm and ranch taxes and if you are aware of important planning strategies related to income taxes.

LABOR AND CONTRACTORS assesses if you are in compliance with applicable State and Federal labor protection laws.

PRODUCTION AND MARKETING identifies your production and marketing practices and helps you to evaluate your business skills in managing production and marketing.

CREDIT helps you to evaluate if you can identify credit needs, if you know how to match your needs to different types of credit that are available, and if you are prepared to successfully apply for credit if you determine that credit would help you to accomplish your goals.

BUSINESS PLAN, INSURANCE, ENERGY, OTHER evaluates your general business knowledge and your knowledge of a few specific USDA programs.

PERSONAL INFORMATION will help us to get in touch with you and will also help us to understand what sorts of educational programs and learning habits are most associated with success.

FOR FARMERS AND RANCHERS

Use this tool to assess your current knowledge of important business practices and to set your own goals for improving your business management knowledge or overall business health. We are not calculating or tracking overall scores at this time. The goal is for you to assess your knowledge and make a plan to improve your knowledge and skill in each area at a pace that is reasonable for you. You may start out with a low level of knowledge about many of these topics, answering with scores ranging mostly from 0 to 2. You would then decide which topics to prioritize to increase your basic understanding (moving from a 0 or a 1 to a 2) and which topics you want to focus on to learn how to implement a new practice in your farm or ranch operation, moving your score from a 2 to a 3 or a 4 over one to two years.

We know that it is not always easy to find more information on these topics, and we recognize that you may be frustrated by a lack of resources. Our goal is to continue to build out a suite of resources to support this assessment and to continue to work with farm and ranch educators across the country to create a strong network of knowledgeable resource providers.

FOR FARMER AND RANCHER EDUCATORS

This assessment can be used to guide curriculum development, to assess learning achieved in your program, to indicate the learning goals your program participants should have upon exiting your program, and to guide program graduates to additional resources to help them continue their learning once they leave the program.

We recognize that not every program covers every subject which is why each section may be scored separately, however we strongly encourage you to introduce your program participants to each and every section so they are aware of other areas of farm and ranch management that might not be covered by your program.

This tool works best for people who are already farming or ranching. Ideally you would have them complete the quantitative part of the assessment prior to receiving any instruction, and complete their written goals and action plans near the end of the instruction period, and then re-assess two years after the initial assessment to see how numeric scores changed and if goals were accomplished.

This assessment is authored by Poppy Davis. The original concept was developed in 2017 through a Farm Service Agency funded project with California FarmLink and Sustainable Agriculture Education. The 2019 update funded by Farm Credit Council follows two years of field testing in partnership with various training organizations around the country.

A	BUSINESS FORMATION This section evaluates your ubusiness entity types. For enthe entity been properly formaddresses critical issues.				
		Select an answer from this column and enter the value in one of the columns to the right.	Number value of answer	Letter value of answer	Use this space to write your goals and planned action items
A.1.0	Who owns your business?	☐ A = I own it by myself ☐ B = I own it with my spouse ☐ C = I own it with other family members ☐ D = I own it with other people to whom I am not related by blood or marriage ☐ E = It is my parents, but I ☐ Non profits should not use this assessment.			
A.1.1	If answered #B: Do you and your spouse each pay self-employment taxes?	$\Box 0 = No$ $\Box 2 = Yes$			
A.1.2	For C, D, or E: Do you have a written partnership or operating agreement?	□ o = No □ 2 = Yes			
A.1.3	Do you plan to make a written partnership or operating agreement?	□ 0 = No □ 1 = Maybe □ 3 = Yes but need help □ 4 = Yes, totally under control			
A.2.0	Have you formed a limited liability company or corporation to own your business?	☐ 4 = Yes and skip to A.3.0 ☐ 0 = No			

		□ o = No		
A.2.1	Do you understand how forming a business entity with limited liability may protect you and your family?	☐ 2 = Sort of ☐ 3 = Yes		
A.2.2	Do you understand that if you are a sole proprietorship or a partnership you have unlimited personal liability for debts or lawsuits against the business?	□ 0 = No idea/have not heard of this □ 1 = I've heard of this, but don't understand it □ 2 = I understand a little □ 3 = I understand, but I don't know how to act on my knowledge □ 4 = I understand and am acting on my knowledge (i.e. already incorporated, or process started)		
A.2.3	Do you understand that if you form an LLC or corporation for your business you may be able to limit your personal liability for debts or lawsuits against the business?	□ 0 = No idea/have not heard of this □ 1 = I've heard of this, but don't understand it □ 2 = I understand a little □ 3 = I understand, but I don't know how to act on my knowledge □ 4 = I understand and am acting on my knowledge (i.e. already incorporated, or process started)		
A.3.0	Did someone help you to create an opening balance sheet for your business?	□ o = No and skip to A.4.0 □ 1 = Yes		

A.3.1	Was that person a	☐ 4 = CPA or CPA's bookkeeper ☐ 3 = independent bookkeeper or Enrolled Agent ☐ 2 = other ☐ 2 = Don't know/not sure		
A.4.0	If you answered C,D, or E in A.1, Do you have records to show that each of the owners contributed assets equal to their percentage ownership?	□ 0 = No or I do not know □ 2 = Yes □ N/A = skip to A.6.0		
A.4.1	When you formed your business did any owner contribute non-cash assets such as equipment, a note payable, or "sweat equity"?	□ 0 = No and go to A.5.0 □ 2 = Yes □ 1 = Don't know		
A.4.2	How did you record the non-cash contribution?	□ 0 = I do not know □ 1 = This is a question we have □ 2 = We wrote down what we put in, but we do not know how to record it on our books □ 3 = We think our accountant or bookkeeper did this correctly, but we do not know how to read this information from our financial records □ 4 = This information is clearly reflected on our balance sheet		

		□ o = No idea		
A.5.0	Do you know how to track money or other assets such as equipment you put into your business?	☐ 1 = I've been sort of wondering about this ☐ 2 = I understand a little but don't know what to do ☐ 3 = Some one showed me or set up a process for me to follow, but I don't fully understand it ☐ 4 = I understand it and I am 100% confident it is all correct in my accounting system and I can keep it that way over time		
A.6.0	If you answered C,D, or E in A.1: Did a CPA or an attorney help you with your written partnership or corporation agreement?	 □ o = No or I do not know □ 4 = Yes □ N/A = skip to A.7.0 		
A.6.1	Does your agreement state that owners will be paid a salary based on hours worked? If so please note that the 2017 tax act has significantly changed how these payments are taxed.	□ 1 = No □ 3 = Yes		
A.6.2	Does your agreement limit owner's ability to contribute additional funds to the business or incur expenses on behalf of the business?	□ 1 = No □ 3 = Yes		
A.6.3	Does your agreement specify under what circumstances an owner may take cash from the business?	□ 1 = No □ 3 = Yes		

A.6.4	Does your agreement specify under what circumstances an owner must contribute additional cash to the business?	□ 1 = No □ 3 = Yes		
A.6.5	Does your agreement limit the amount of cash an owner or an owner's spouse can take out of the business in the event of death, injury, divorce or other change of circumstance?	□ o = No □ 4 = Yes		
A.6.6	How well would you say you understand guaranteed payments, additional contributions, and planning for an owner to exit?	□ 0 = No idea □ 1 = I have heard of these things but I do not know how they apply to me and my business □ 2 = I understand a little but don't know what to do □ 3 = I understand some but not all of these things, I have questions and need more information about this □ 4 = I understand all of these things and I am 100% confident that these issues have been adequately addressed in my agreement		

В	LAND This section evaluates if you if you know how and why to the tax treatment of land imprompliance with significant experience.				
		Select an answer from this column andenter the value in one of the columns to the right.	Number value of answer	Letter value of answer	Use this space to write your goals and planned action items
B.1.0	Do you own any of the land you farm or ranch?	□ A = No □ B = Yes			
B.2.0	Do you rent, cash lease or crop share any of the land you farm?	□ o = No, and skip to B.3.0 □ 1 = No rent paid (some sort of agreement) □ 2 = Yes, rent paid (cash or crop share)			
B.2.1	Is your agreement in writing?	☐ 4 = Yes, and go to 2.3 ☐ 0 = No and continue to 2.2			
B.2.2	Do you have a plan to get a written lease or crop share agreement?	□ o = No □ 2 = Intend to but need help □ 3 = We are working on it			

	f you have an agreement bout leasing to own	□ o = No, I do not have this kind of agreement □ 1 = I have this agreement - it is verbal □ 2 = I have this agreement, my land lord and I wrote it down, but I do not really know if I can prove that the extra rent I am paying is towards a purchase of the land □ 3 = I have this agreement in writing but the agreement does not say what would happen to the money I have been paying if I can not finish making all the payments to buy the land □ 4 = I have this agreement in writing, and a qualified legal professional has reviewed it to make sure it is an enforceable purchase agreement and I understand what will happen if I can not finish making all the payments to buy the land			
--	--	--	--	--	--

		□ o = No, I do not have this kind of agreement		
		☐ 1 = I have this agreement - it is verbal, I do not really know if I can prove that I have a right of first refusal because I did not pay the landlord anything for it, she or he just offered it to me		
B.2.3	If you have an agreement about right of first refusal	□ 2 = I have this agreement, my land lord and I wrote it down, but I do not really know if I can prove that I have a right of first refusal because I did not pay the landlord anything for it, she or he just offered it to me		
		☐ 3 = I have this agreement in writing and I paid my landlord for the right of first refusal, but I did not have a legal professional look at the agreement		
		☐ 4 = I have this agreement in writing and I had a legal professional review it for me		
В.3.0	Do you plan to purchase land to farm in the next 5 years?	□ No = skip to B.4.0□ Yes or maybe = continue		
B.3.1	Do you know how to determine how much farm or ranch land you can afford to purchase?	 □ o = No □ 1 = maybe □ 2 = Yes 		
B.3.2	Do you know how to find farm or ranch land for sale and how to assess its suitability for your needs?	□ o = No□ 1 = maybe□ 2 = Yes		
B.4.0	Do you plan to lease new or additional land to farm in the next 5 years?	□ No = skip to B.5.0□ Yes or maybe = continue		

B.4.1	Do you know what terms are important to have in a farm or ranch lease?	□ 0 = No□ 1 = Maybe□ 2 = Yes		
B.4.2	Do you know how to find farm or ranch land to lease and how to assess its suitability for your needs?	□ 0 = No□ 1 = Maybe□ 2 = Yes		
B.5.0	How many acres total do you own and/or lease?	Do not record		
B.5.1	Of these acres, how many are used in your farm or ranch operation?			
B.6.o	Are you registered as a business with the County Property Tax Assessor? (For paying county property taxes on your farm equipment, this is different from property taxes on the land itself.)	□ o = No or I don't know □ 4 = Yes or I have verified that I am exempt		
B.7.0	If you are not in a rural or agricultural area have you confirmed that your business activities are not violating any local zoning ordinances?	□ o = No or I don't know □ 4 = Yes		
B.8.o	What is your source of water for farming?	□ a=City □ b= Well □ c= River □ d= Irrigation District □ e=Pond(s) □ f= other		
B.8.1	For leased land: Is the maintenance of the well and pump addressed in your lease?	□ o = No or I don't know □ 4 = Yes SKIP IF N/A		

B.8.2	For yes: Whose responsibility is it to fix the well or pump?	 □ 1 = Mine □ 2 = Mixed □ 3 = Owner's 		
B.9.0	Where does excess water drain from your fields?	☐ o = I don't know ☐ 2 = City sewer, drainage ditch, natural drainage on property, to creek, river etc.		
B.9.1	Are you aware of regulations about irrigation runoff?	□ 0 = No □ 1 = A little □ 2 = I don't think it applies to me □ 3 = I need help understanding this or acting on this information □ 4 = I am 100% sure I am informed and engaged and in compliance		
B.10.0	Do you plan to clear any hillside or riparian vegetation or to grade or level on a hillside or near a riparian area?	□ 0 = No or N/A and go to B.11 □ 1 = Maybe □ 2 = Yes For 1 or 2 continue		
B.10.1	Are you aware this may require a permit from your county, state, or tribe in order to comply with county regulations and state environmental regulations?	□ o = No □ 1 = A little □ 2 = I don't think it applies to me □ 3 = I need help understanding this or acting on this information □ 4 = I am 100% sure I am informed and engaged and in compliance		
B.11.0	For landowners only: Were there improvements on the land when you bought it such as ag buildings, fences, irrigation infrastructure or permanent crops?	□ o = No and skip to B.12.0 □ 4 = Yes		

B.11.1	Did you have a farm appraisal done when you bought the farm? (An appraisal by a certified farm appraiser that assigns value to agricultural assets and to the acreage taking into account soil quality.)	□ o = No □ 4 = Yes		
B.11.2	Did your CPA record the farm assets on your farm tax return and take appropriate depreciation in the year you bought the farm?	☐ 0 = No ☐ 4 = Yes ☐ 1 = I haven't started farming yet or I'm just a hobby right now		
B.12.0	If you have livestock, do you plan to add fencing?	☐ Yes = continue ☐ No = Go to B.14		
B.13.1	Are you aware that the EQIP program can assist with these expenses?	☐ 0 = No ☐ 2 = Sort of ☐ 3 = Yes I would like help applying ☐ 4 = Yes and I have applied or determined the program is not right for me		
B.14.0	Are there riparian or other ecologically sensitive areas on or adjacent to your land?	☐ Yes = continue ☐ No = Go to B.15		
B.14.1	Are you aware of programs through your state, or USDA conservation programs through the Farm Service Agency (FSA) and the Natural Resources Conservation Service (NRCS) to provide financial incentives for conservation projects and practices?	□ o = No □ 2 = Sort of □ 3 = Yes I would like help applying □ 4 = Yes and I have applied or I have determined these programs are not right for me		

B.15.0	For land owners only: Is there a conservation easement on your land?	☐ No = go to B.15.2 ☐ Yes = go to B.15.1 and skip B.15.2		
B.15.1	Do you understand the importance of meeting annually with a compliance officer from the organization that holds your easement?	☐ 0 = No, not at all ☐ 2 = They do not contact me ☐ 4 = Yes, they visit and are in touch with me		
B.15.2	Are you interested in learning about placing a conservation easement on your land?	□ o = No □ 1 = Yes		

C	ACCOUNTING This section evaluates your leads to manage your business from the section of the sec				
С		Select an answer from this column and enter the value in one of the columns to the right.	Number value of answer	Letter value of answer	Use this space to write your goals and planned action items
C.1.0	Do you have a separate checking account for your business?	☐ 4 = Yes, and go to C.2 ☐ 0 = No, and continue to C.1.1			
		□ o = No			
	п р	□ 1 = Sort of			
C.1.1	For no: Do you understand why this is important?	☐ 2 = Yes, I just have not done it yet			
		□ o = In my check register and I keep receipts - skip to C.2.5			
		\square 1 = In Excel - skip to C.2.5			
	How do you keep track of your farm/ranch business cash, equipment, loans, income and expenses?	□ 2 = On line software with limited functions, or software that I only use for certain activities such as invoicing, or some combination of Excel and software that I only use for certain activities such as invoicing			
C.2.0		□ 3 = Software that can produce a Balance Sheet and an Income Statement, and I use this software to record all of my business financial transactions			
		☐ 4 = I have a bookkeeper and I use software that can produce a Balance Sheet and an Income Statement, and I use this system to record all of my business financial transactions			

C.2.1	Did you set your system up on your own or did a trained bookkeeper or accountant help you?	☐ 1 = On my own (unless trained in accounting/bookkeeping) ☐ 2 = Got some help, not sure how good they are ☐ 3 = Got help, pretty confident ☐ 4 = Got high quality help/used a template provided by a trusted source or I have advanced training in this area		
C.2.2	If you entered 0,1, or 2 for question C.2.0: Do you understand that these systems are not "double entry" bookkeeping systems, and therefore more likely to have errors, and will also give you limited management information and may cause you problems filing your income tax returns and managing your business for long term success?	□ 0 = No, I do not know about "double entry" or why formal bookkeeping systems are important □ 1 = I have heard of this, but I want to use a system that I understand □ 2 = I do not think the more expensive bookkeeping systems are worth the extra money I would have to pay and extra time I would have to spend figuring it out □ 3 = I am just starting out so I went with a low-cost and easy system, but I plan to learn more and move to a more complete system soon		
C.3.0	Do you know how to read and understand your Balance Sheet?	□ o = No □ 1 = Yes		

		\Box o = Never, I do not do this		
C.3.1	How often do you look at your Balance Sheet and use it as a management tool to help you understand your business?	□ 1 = I look at it sometimes but I do not understand it □ 2 = I look at it about once a month, but I do not really understand it, do not use it to understand my business □ 3 = I look at it a few times a year and I understand it, but I wouldn't say it is a key management tool □ 4 = I look at it most months and I use it as a management tool to help me understand my business and make decisions		
C.4.0	Do you have a system of a method to calculate your cost of production? This could be for all crops, for individual crops, fields or plantings, or for livestock by animal, flock, herd, birth month, etc.	□ 0 = No, I do not know how to do this □ 1 = I have this information for my operation as a whole, but not at enough detail to help me make decisions □ 2 = I have this but I have questions, it is not that accurate, it is too time consuming, too confusing, not that useful, frustrating, etc. □ 3 = I have this but I would like to learn if there are better systems, techniques □ 4 = I have this and it works well for me and helps me to manage my business		

C.5.0	Do you have a system of a method to calculate your cost of sales? This means the cost of different packing or processing methods and the cost of selling into different markets.	□ 0 = No, I do not know how to do this □ 1 = I have this information for my operation as a whole, but not at enough detail to help me make decisions □ 2 = I have this but I have questions, it is not that accurate, it is too time consuming, too confusing, not that useful, frustrating, etc. □ 3 = I have this but I would like to learn if there are better systems, techniques □ 4 = I have this and it works well for me and helps me to manage my business		
C.6.o	Do you know how to determine if you should expand your operation? This means understanding how to calculate your current profitability, the cost of expanding and your predicted profitability after the expansion.	□ 0 = No, I do not know how to do this and I have not tried to do it □ 1 = I have tried to do this for myself but I have not been able to figure it out □ 2 = My operation is at a stable size or grows very organically so this is not an important tool for me □ 3 = I have this but I am not confident it is correct and I would like to learn if there are better systems, techniques □ 4 = I have this and it works well for me and helps me to manage my business		

	TAXATION This section evif you are aware of importan				
D		Select an answer from this column and enter the value in one of the columns to the right.	Number value of answer	Letter value of answer	Use this space to write your goals and planned action items
D.o.o	Are you and enrolled member of a federally recognized tribe?	☐ A = No and skip to D.1.0 ☐ B = Yes			
D.o.1	Do you farm or ranch on individual trust land (also called allotments) Tribal trust land, or restricted fee land?	□ A = No □ B = Yes			

		\square o = I do not know about this			
		☐ 1 = I have heard of this but I do not know how it applies to me			
D.o.2	Are you aware of the IRS rules for exempt "Income derived from the land"?	□ 2 = I understand about exempt income derived from the land, but I do not know if I have the right kind of land to qualify, or I know I have the right kind of land to qualify but I do not know if all my activities qualify □ 3 = I understand about exempt income derived from the land, and the types of land that qualify, but I have questions about my specific situation and I need more information to know if or how to report or not report my income, or I am unsure if I have been doing it correctly or if there is a better way, and I would like more information on this topic			
		☐ 4 = I understand about exempt income derived from the land and the types of land that qualify and I am confident that I am treating my income the right way for mysituation and my goals			
	from the land, skip to section land, some of which may not may not qualify for the exem	a farming or ranching activity is enteron to the continue of you farm a qualify for the exemption, or if supplied. Note that this is an unsettal advice of someone knowledgable	n on multiple ome of your a led and chang	parcels of activities ging area of	
D.1.0	Have you filed a tax return for your farm or ranch business?	□ 0 = No and skip to D.4.0 □ 1 = Not yet, because I am still in my first year of farming - and skip to D.4.0 □ 4 = Yes			

	1	T		1
D.1.1	If you filed as a sole proprietor or a partnership did you file a schedule F to report farming or ranching activity? If you file as an S-corp or other corporation skip to D.2.0	☐ o = No ☐ o = Do not know ☐ 4 = Yes If you do not file as a sole proprietorship or a partnership skip to D.2.0		
D.1.2	If you did not file a Schedule F, did you report your farming or ranching activity on a Schedule C?	□ 0= Yes □ 1= No		
D.1.3	If you reported your farming or ranching activity on a Schedule C was it because	□ 0 = I do not know □ 2 = I looked at the Schedule F and it did not make sense, did reflect my business at all so I did not use it □ 2 = I used tax preparation software and that's how it came out □ 3 = I used a paid tax preparer and that is how they did it - I do not know why □ 4 = I was advised to do it this way because most of my income is from services or value-added activity, not from sales of unprocessed crops or livestock		
D.2.0	What was the first year for which you filed a tax return for your farm or ranch business?	□ Enter year, or if have not filed enter 9999		
D.2.1	Is there any year when you were farming or ranching but did not file farm or ranch income taxes?	□ 4 = No □ 1 = Yes		

			•	
D.3.0	Did you pay a tax preparer to file your return, or did you prepare it yourself using software like TurboTax, or did you fill out the forms directly?	□ o = Directly □ 2 = Software □ 3 = Paid preparer		
D.3.1	For a paid preparer ask: Was it a CPA or someone else?	□ 2 = No or do not know □ 4 = CPA		
D.4.0	Do you have a plan to file your taxes for this year?	□ o = No, or don't know □ 2 = Yes		
D.5.0	If you have income between \$15,000 and \$50,000 you may qualify for an "Earned Income Tax Credit" of up to 6k. Have you heard of the EIC? If your income is above this amount skip to D.6.0	□ 0 = No, or don't know □ 4 = Yes For N/A skip to D.6.0		
D.5.1	If the EIC may apply to you, are you aware that sometimes increasing business income increases the EIC?	□ o = No, or don't know □ 4 = Yes		
D.6.0	If you have not filed income tax returns and do not have a plan to file income tax returns this year complete questions D.6.1 - D.6.4, otherwise skip to D.7.0.			

	Г	□ o = No		
D.6.1	If not started or hobby: Do you understand how a loss from farming can create a tax savings by reducing other taxable income?	☐ 1 = A little ☐ 2 = I was told that because I loose money I am a "hobby" and not a farm so I can not file farm tax returns ☐ 3 = Yes, but I need help understanding this or acting on this information ☐ 4 = I have discussed this with a knowledgable tax preparer who I trust		
D.6.2	If you call your current farming or ranching activities a "hobby" do you know and understand the tax definition of "hobby" and how this changes your taxes?	□ 0 = No □ 1 = A little □ 2 = I was told that because I loose money I am a "hobby" and not a farm so I can not file farm tax returns and I am confident I have made an informed decision □ 3 = I understand that if I lose money in 3 out of five years I need to be able to show that I had a reasonable business plan and business practices, and a genuine intent to profit, and I do not have these things □ 4 = I have discussed this with a knowledgable tax preparer who I trust		

D6.3	If you are in the "start up" phase of farming are you keeping track of your expenses so you can deduct them once you start farming?	□ 0 = No, I did not know I could do this □ 1 = I have thought about this but I do not know how to do it □ 2 = I have been keeping records but I do not know how these expenses will help me when I start farming □ 3 = I have been keeping records and I plan to learn how to deduct these expenses when I start farming □ 4 = I have been keeping records and when I start farming I plan to amortize my start up costs on my tax return		
D.6.4	If you are farming and not filing taxes is it because	□ 1 = I do not know how, I do not understand how taxes work, I do not think I need to file because I do not make very much money □ 2 = I need help, I got behind and now I do not know how to fix it □ -1 = I choose not to file income taxes		

D.7.0	Are you familiar with special rules for deducting business expenses that might not come out of your business checking account? This includes deductions for business use of your home or personal vehicle, and deductions for business meals, travel, education and promotion.	□ o = No, don't know about this - skip to D.8.0 □ 1 = I have heard of this but do not know enough to act on it □ 2 = I understand some of these deductions but not all of them, I keep track of some of this information but have questions, need more information □ 3 = I understand and keep records for most but not all of these deductions □ 4 = I understand and keep records for all of these deductions		
D.7.1	Do you keep records of the miles you drive your personal vehicle for work?	☐ 0 = No, don't know about this ☐ 1 = No, but I know I should ☐ 2 = Yes, sometimes ☐ 3 = Yes mostly, but not always, it is not a priority ☐ 4 = Yes, always, it saves me on my taxes (or in some cases, I have a paid tax preparer, no, I know I do not need bigger tax losses)		
D.7.2	Do you take a deduction for use of an office in the home?	☐ o = No, don't know about this ☐ 1 = No, but I know I should ☐ 2 = Yes, sometimes ☐ 3 = Yes mostly, but not always, it is not a priority ☐ 4 = Yes, always, it saves me on my taxes (or in some cases, I have a paid tax preparer, no, I know I do not need bigger tax losses)		

D.7.3	Do you keep records of your costs to eat meals in restaurants or cook meals at home when the main purpose of the meal is to conduct business with others?	□ o = No, don't know about this □ 1 = No, but I know I should □ 2 = Yes, sometimes □ 3 = Yes mostly, but not always, it is not a priority □ 4 = Yes, always, it saves me on my taxes (or in some cases, I have a paid tax preparer, no, I know I do not need bigger tax losses)		
D.7.4	Do you keep records of promotional gifts you give to people you work with (people who help you, people you buy from, people you sell to)?	□ o = No, don't know about this □ 1 = No, but I know I should □ 2 = Yes, sometimes □ 3 = Yes mostly, but not always, it is not a priority □ 4 = Yes, always, it saves me on my taxes (or in some cases, I have a paid tax preparer, no, I know I do not need bigger tax losses)		
D.7.5	Do you take a "per diem" deduction for meals and incidentals on days when you travel away from the farm all day - such as for farmers markets?	□ o = No, don't know about this □ 1 = No, but I know I should □ 2 = Yes, sometimes □ 3 = Yes mostly, but not always, it is not a priority □ 4 = Yes, always, it saves me on my taxes (or in some cases, I have a paid tax preparer, no, I know I do not need bigger tax losses)		

D.8.0	Do you have a list of farm equipment for income taxes and for county property taxes?	□ o = No, don't know about this □ 1 = No, but I know I should □ 2 = Yes, to one but not both or my accountant has it/takes care of that □ 3 = Yes to both, but old, inaccurate, don't match □ 4 = Yes, to both and they match		
D.9.0	Do you plan to construct any new buildings on your property?	☐ A = No ☐ B = Yes or maybe		
D.9.1	Are you aware of the tax rules for capitalizing construction costs on buildings?	☐ 0 = No ☐ 2 = Sort of ☐ 4 = Yes, I have discussed this with a CPA		
D.10.0	Do you have or do you plan to plant permanent crops with a preproductive period longer than one year, such as nut-trees or fruit-bearing bushes, vines, or trees?	☐ A = No ☐ B = Yes or maybe		
D.10.1	Are you aware of the tax rules for capitalizing the costs of permanent crops with a pre-productive period in excess of one year?	☐ 0 = No ☐ 2 = Sort of ☐ 4 = Yes I have discussed this with a CPA		
D.11.0	If you are a landowner, do you pay yourself rent for the land used in the business?	☐ o = No, don't know about this ☐ 1 = No, but I know I should ☐ 2 = Yes, sometimes ☐ 3 = Yes mostly, but not always, it is not a priority ☐ 4 = Yes, always, it saves me on my taxes (or in some cases, I have a paid tax preparer, no, I know that this is not to my advantage in my particular situation.)		

	LABOR AND CONTRACT	ORS This section assesses if you	are in compl	iance with	
	applicable State and Federal	labor protection laws.			
E		Select an answer from this column andenter the value in one of the columns to the right.	Number value of answer	Letter value of answer	Use this space to write your goals and planned action items
		\Box A = No and skip to E.1.0			
E.o.o	Are you and enrolled member of a federally recognized tribe?	□ B = Yes			
		□ o = No, I do not know about this			
		☐ 1 = I have heard of this, but I do not know how it applies to me or my business			
		□ 2 = I have some knowledge about some aspects of employment taxes and regulations, but I do not know how to act on this knowledge			
E.o.1	Do you understand if or how federal labor law applies to businesses operated on tribal lands or in exercise of tribal treaty rights?	□ 3 = I believe I am in compliance with some or all applicable employment law, but I have questions about some laws, if they are applicable to me and my employees or not and I need help find and more information or getting more accurate and specific answers to my questions			
		☐ 4 = I understand which employment laws do and do not apply to me and I am confident that I am in compliance with all applicable laws			
	are several different kinds of employment law may be app	idance from a qualified expert in federal employment laws, and e lied differently to enterprises open this area is still unsettled and c	each type of fe erated by triba	deral	
		\square A = No and skip to E.2.0			
E.1.0	Are any of your immediate family working with you in your business but not business owners?	☐ B = Yes and continue			

		□ o = No		
		□ 1 = A little		
		☐ 2 = Yes, I think I am exempt/I am doing it correctly, but I might be wrong		
	Are you aware of the rules	☐ 3 = Everyone is on payroll		
E.1.1	for family members and wages and hours worked?	☐ 4 = Yes, and I am confident I am doing it right		
		☐ A = No and skip to E.2.2		
		☐ B = Yes and continue		
	Do you pay any people as			
E.2.0	"independent contractors" without withholding payroll taxes of filing			
	payroll tax returns?			
		□ o = No		
		\square 2 = Mostly or sometimes		
		\square 3 = Yes		
E.2.1	Do you file a form 1099 for amounts paid in excess of			
2.2.1	\$600/year?			

E.2.2	Do you know and understand the rule for who may be considered an independent contractor and who must be considered an employee?	□ 0 = No, I have not heard of this □ 1 = I have heard of this; I think as long as I pay them under \$600/year I am ok □ 2 = I do not really understand the rule for how to tell who can be an independent contractor and who needs to be on payroll, and I need help figuring out how to afford to have payroll, and what to do to get set up with payroll □ 3 = I know the rules and I am working to come into full compliance, but I am still paying some people as independent contractors even though they do not meet the test for independent contractor □ 4 = I am in compliance with the rules; I do not pay people as independent contractors unless they are truly working independently, and all my regular farm or ranch labor is on payroll □ -1 = I understand the rules but I do not plan to follow them		
E.2.3	Do you know the possible consequences of paying an employee as an independent contractor?	☐ 0 = No, I have not heard of this ☐ 1 = I don't know, I assume I would get a fine? ☐ 3 = I've heard I would have to pay back taxes ☐ 4 = I would have to pay back taxes with interest and penalties and might have to pay back wages if I was paying less than minimum wage		

		\Box A = No and skip to E.3.2		
E.3.0	Do you pay any people on payroll with payroll taxes withheld and payroll tax returns filed?	☐ B = Yes and continue		
E.3.1	For yes: Do you use a payroll service or do you prepare your payroll and payroll tax returns in house?	☐ 4 = Payroll service ☐ 3 = In-house by a bookkeeper ☐ 2 = I do it myself or my spouse/partner does		
E.3.2	Which payroll service do you use?	☐ A = Don't know ☐ B = My bookkeeper, not actually a payroll service ☐ C = QuickBooks payroll service ☐ D = Bank or accounting firm ☐ E = ADP, Paychex, Gusto, other large / national payroll service		
E.4.0	How familiar are you with minimum wage law and state and federal payroll tax reporting requirements for exempt and non-exempt agricultural labor?	☐ o = Not at all ☐ 2 = Sort of ☐ 3 = Somewhat, but I need help to do it ☐ 4 = Yes and I am in compliance ☐ -1 = I am familiar/aware but I am not following and I do not wish to follow		
E.5.0	Do you have "interns" or "apprentices" who make less than minimum wage or for whom you do not pay payroll taxes?	☐ A = No and skip to E.6.0 ☐ B = Yes and continue		

		□ 4 = Yes		
E.5.1	Are they working for you as part of an accredited academic or training program, or can you verify that they are exempt agricultural laborers under all the terms of your state's employment laws or the Federal Migrant and Seasonal Agricultural Worker Protection Act?	□ 1 = No □ 0 = Don't know		
E.6.0	If you have payroll are you in compliance with your state's requirements for Worker's Compensation Insurance?	 □ 4 = Yes □ 1 = No □ 0 = Don't know 		
E.7.0	If you have payroll, how familiar are you with State and Federal Occupational Health and Safety Regulations requiring you to protect your workers?	□ 0 = Not at all □ 1 = Sort of □ 2 = Somewhat, but I don't know if I am doing it right □ 3 = Somewhat, but I have questions and need help to ensure I am in compliance □ 4 = Yes and I am in compliance □ -1 = I am familiar/aware but I am not following and I do not wish to follow		
E.8.0	Do you provide lodging to any of your workers?	☐ No= skip to next section ☐ Yes =continue		
E.8.1	Are you familiar with housing code requirements for this type of housing?	□ o = No, and skip to next section □ 1 = Yes, and continue		
E.8.2	Are you in compliance with local zoning requirements for the housing you provide?	 □ 4 = Yes □ 1 = No □ 0 = Don't know 		

	PRODUCTION AND MARKETING This section identifies your production and marketing practices and helps you to evaluate your business skills in managing production and marketing.					
F		Select an answer from this column and enter the value in one of the columns to the right.	Number value of answer	Letter value of answer	Use this space to write your goals and planned action items	
F.1.0	What crops do you grow?	☐ A = Grains, oilseeds, etc. ☐ B = Mixed annual fruits & veggies ☐ C = Flowers, herbs, gourds ☐ D = Tree-fruit, nuts, grapes, blueberries, blackberries ☐ E = Hay, forage, grain etc. for animal feed				
F.2.0	What crops do you plan to grow?	☐ A = Grains, oilseeds, etc. ☐ B = Mixed annual fruits & veggies ☐ C = Flowers, herbs, gourds ☐ D = Tree-fruit, nuts, grapes, blueberries, blackberries ☐ E = Hay, forage, grain etc. for animal feed				
F.3.0	What is your practice for harvest and immediate post-harvest handling?	☐ H = Field pack, no cooling ☐ I = Packing shed, water, no cooling ☐ J = Packing shed & cooling ☐ K = Bulk sale for further processing ☐ L = Live animals to contract harvest and cut and wrap ☐ M = Live animals sold to a packer, packaged meat purchased back ☐ N = N/A, feed consumed on farm, animals sold live with no product returned				

F.4.0	Do you have a written food safety plan?	□ 0 = No, I don't know what that is or if I need one □ 1 = No, I do not need one □ 2 = No, but I know I need to work on this □ 3 = No, I would like assistance with this □ 4 = Yes, I have invested in this		
F.5.0	Where/how do you sell your products?	☐ A = Farmers market ☐ B = CSA ☐ C = Farm stand ☐ D = Wholesale ☐ E = Direct to institution, restaurant or retail ☐ F = To a processor ☐ G = Under contract ☐ H = Through a bundled CSA, internet assisted aggregation, or food hub ☐ I = Other		
F.5.1	If you answered D or E do you have a written availability list you regularly send to customers?	☐ 1 = I do not know what this is ☐ 2 = I know what this is but do not do it ☐ 3 = Yes, I have this but I do not always keep it current or send it out ☐ 4 = Yes, I use this tool, I keep it current and send it out regularly		

F.5.2	If you answered F do you have a contract?	☐ 1 = I do not know what this is ☐ 2 = I know what this is but do not have one ☐ 3 = I have a contract but I do not really understand it ☐ 4 = I have a contract and I understand it		
F.5.3	If you answered F do you understand your contract?	□ 1 = No □ 2 = Only a little, but it doesn't matter because I do not have other options □ 3 = I would like help understanding it more and maybe negotiating a better contract or understanding my options □ 4 = Yes, I am confident in my understanding of my contract		

		☐ If no skip to F.8		
		☐ I = Pigs or hogs		
		☐ M = Beef cattle		
		□ N = Dairy cattle		
		□ O = Meat goats		
		☐ P = Dairy goats		
		☐ Q = Lambs and sheep		
7.	Are there livestock in your	☐ R = Poultry for meat		
F.6.0	operation? If so what?	☐ S = Laying hens		
		☐ T = Other poultry		
		□ U = Fish		
		□ V = Insects		
		☐ W = Horses, donkeys, mules		
		□ X = Aquaculture		
		□ Y = Other		
		□ o = No idea/have not heard of this		
		☐ 1 = I've heard of this, but don't understand it		
F.6.1	How familiar are you with the different methods for accounting for livestock,	☐ 2 = I understand a little		
F.0.1	particularly for tax purposes?	☐ 3 = I understand, but I don't know how to act on my knowledge		
		☐ 4 = I understand and am acting on my knowledge		
		□ o = I don't		
	TT	☐ 1 = Hand written records (notebook)		
F.6.2	How do you track your individual livestock and their vaccinations, breeding and health	☐ 3 = Computerized records - informal (Excel, Word, Evernote, etc.)		
	records, etc.?	☐ 4 = Computer based application or program written for this purpose		

F.6.3	What is your source of feed?	Choose all that apply: ☐ E = Purchased hay ☐ F = Grown hay ☐ G = Purchased grain ☐ H = Grown grain ☐ I = Irrigated pasture ☐ J = Non-irrigated pasture, rangeland, forage		
F.7.0	When or how do you sell your livestock?	 □ K = Live at auction □ L = Live direct sale □ M = Whole or half carcass □ N = Basic cut & wrap □ O = Additional processing beyond cut & wrap 		
F.7.1	For "M – O": Do you have a written food safety plan?	☐ 0 = No, I don't know what that is or if I need one ☐ 1 = No, I do not need one ☐ 2 = No, but I know I need to work on this ☐ 3 = No, I would like assistance with this ☐ 4 = Yes, I have invested in this		
F.7.2	For "O": Are you aware of the special tax accounting rules for value-added inventory?	□ o = No idea/have not heard of this □ 1 = I've heard of this, but don't understand it □ 2 = I understand a little □ 3 = I understand, but I don't know how to act on my knowledge □ 4 = I understand and am acting on my knowledge		

		□ o = No		
		\square 2 = In process		
F.8.0	Are you certified organic?	□ 4 = Yes		
		·		
		□ o = No idea/have not heard of this		
		☐ 1 = I've heard of this, but don't understand it		
T.O.	For "o" or "2": Are you aware of USDA	☐ 2 = I understand a little		
F.8.1	program assistance with certification costs?	☐ 3 = I understand, but I don't know how to act on my knowledge		
		☐ 4 = I understand and am acting on my knowledge		
		□ 1 = No		
F.9.0	Do you use a crop adviser, pest adviser, or animal ag	☐ 2 = No, I have advanced training in this area		
	expert?	\square 3 = Yes		
	Do you use or plan to	\Box 0 = No and skip to F.12.0		
F.10.0	use any conventional or organic pesticides, herbicides, rodenticides, etc.?	☐ 2 = Yes, and go to F.10.1		
		□ o = No, I do not know about this		
		☐ 1 = I do not think this applies to me but I could not prove that it does not apply to me		
F.10.1	Can you show that you are exempt from or in compliance with your state's licensing	□ 2 = I think this may apply to me but I need help understanding what to do		
	requirements for commercial pesticide users?	☐ 3 = Yes, I have made efforts to be in compliance, but I have questions		
		☐ 4 = Yes, I am confident I am in compliance with all applicable pesticide regulations		

F.11.0	Are you aware of how your county, state or tribe regulates proper storage and disposal of pesticides and pesticide containers?	□ o = No, I do not know about this □ 1 = I do not think this applies to me but I could not prove that it does not apply to me □ 2 = I think this may applies to me but I need help understanding what to do □ 3 = Yes, I have made efforts to be in compliance, but I have questions □ 4 = Yes, I am confident I am in compliance with all applicable pesticide regulations		
F.12.0	Are you aware of pest exclusion or animal disease quarantine efforts in your county?	□ o = No □ 1 = Yes		

	CREDIT This section helps you to evaluate if you can identify credit needs, if you know how to match your needs to different types of credit that are available, and if you are prepared to successfully apply for credit if you determine that credit would help you to accomplish your goals.				
C h		Select an answer from this column and enter the value in one of the columns to the right.	Number value of answer	Letter value of answer	Use this space to write your goals and planned action items
G.1.0	Do you know how to do a month by month (or for some livestock and commodity operations quarterly) cash flow budget for your business?	□ 0 = No, and skip to G.1.2 □ 1 = I have seen this demonstrated but have not done it for myself □ 2 = I sort of tried but didn't get very far □ 3 = I have done this, but I have questions and need help getting it right and understanding how to use it □ 4 = Yes, I have mastered this skill			
G.1.1	Do you create and use a month by month cash flow budget?	\Box 0 = No \Box 2 = Yes			
G.1.2	Is cash flow a problem for you? This means are there some months when you owe more than you can pay, but you are owed money that has not come in yet, or you are about to sell a crop that is not quite ready.	☐ A = No and skip to G.3 ☐ B = Yes and continue			
G1.3	How do you manage cash flow problems?	☐ 0 = I don't pay my bills on time or I use a personal credit card ☐ 1 = With my own money "lent" to the business ☐ 2 = Both of the above ☐ 3 = With an operating loan ☐ 4 = I use an operating loan, I adapt my business plan, or I use an operating loan and I adapt my business plan			

		□ o = No		
G.2.0	Do you know how to separate your business cash flow budget from your personal cash flow budget?	□ 2 = Yes		
G.3.o	Do you know how to distinguish between operating credit, credit for asset purchase or improvement and credit for land acquisition?	$\Box 0 = No$ $\Box 2 = Yes$		
G.4.0	Do you have any loans for your business now, such as an equipment loan?	☐ A = No and skip to G.5.0 ☐ B = Yes and continue		
G.4.1	Do you have an operating loan?	□ o = No □ 2 = Yes		
G.4.2	Do you have an equipment or construction loan?	□ o = No □ 2 = Yes		
G.5.0	Are you currently seeking a business loan?	☐ A = No and skip to G.6.0 ☐ B = Yes and continue		
G.5.1	For what? Select all that apply	☐ A = Operating ☐ B = Equipment ☐ C = Construction ☐ D = Land		
G.6.0	Do you understand how to read a loan payment schedule? This means understanding how the amount you pay each month goes partially towards principle (the original amount you borrowed) and partially towards interest, and how the amount going towards principle and interest changes.	□ 0 = No □ 1 = Sort of □ 2 = Yes		

G.7.0	Do you know what a credit score is - and if so do know what your credit score is?	☐ o = I don't know what a credit score is ☐ 1 = I know what it is but don't know my score ☐ 2 = I know my score, but don't know what it means ☐ 4 = I know what it is and know my score		
G.7.1	Do you know how to build or re-build good credit?	□ 0 = No, I do not know how to do this □ 1 = I do not have any credit cards or any debt so this is not a concern for me □ 2 = I know a little about this, but I need to learn more in order to take action to build or re-build my credit □ 3 = I understand how to build or re-build good credit and I have good credit or am taking action to build or improve my credit		
G.8.o	Have you ever applied for a loan?	□ 0 = No □ 2 = Yes		
G.8.1	Have you applied for a loan with the USDA Farm Service Agency?	□ o = No □ 2 = Yes		
G.9.0	Outside of your farm or ranch business, do you have or have you had other earned income? Earned income is from a job or self-employed business.	□ 0 = No □ 2 = Yes		
G.9.1	From a job or from another self-employment business?	□ 1 = Job/payroll □ 2 = Self employment		

	BUSINESS PLAN, INSURANCE, ENERGY, AND OTHER This section evaluates your general business knowledge and your knowledge of a few specific USDA programs.				
Н		Select an answer from this column and enter the value in one of the columns to the right.	Number value of answer	Letter value of answer	Use this space to write your goals and planned action items
H.1.0	Do you know how to create a business plan for your farm or ranch?	□ 0 = No, I do not know how to □ 1 = I know what a business plan is, but I have not yet tried to do one for myself/or don't want to □ 2 = I sort of tried but didn't get very far □ 3 = I have done this, but I have questions and need help getting it right and understanding how to use it □ 4 = Yes, I have a written business plan that is meaningful and useful			
H.2.0	Do you have friends, family, or neighbors who help you as informal business advisors?	$\Box o = No$ $\Box 2 = Yes$			
Н.з.о	Do you want additional mentorship?	\Box 0 = No \Box 2 = Yes			
H.4.0	How satisfied are you with your business organization, paper work, time management etc.?	□ o = I am a total mess and that's just how I am □ 1 = I am a total mess but I want to improve □ 2 = I am less of a mess than I used to be and I am taking specific actions to improve or would like help improving □ 3 = I do ok, and I am constantly improving □ 4 = My desk is mostly always clean, my records are mostly always current, I have good office work habits and good systems in place			

Н.5.0	Have you taken any classes to help you improve your business skills?	\Box 0 = No \Box 2 = Yes		
H.5.1	What kind of classes?	☐ A = Basic bookkeeping / accounting ☐ B = General business/ business planning ☐ C = College level course work ☐ D = Graduate level course work		
H.6.0	Do you understand what a general liability policy is and why you would have one for your farm or ranch?	□ 0 = No, I do not understand this □ 1 = I understand insurance, but I don't understand how it applies to the business I want to start □ 2 = I understand why this is important, but I have not done it/can not afford it/do not want it/ do not have enough information and understanding to make decisions at this time □ 3 = I plan to purchase insurance for my farm or ranch business this year; I know I will have a lot of questions about what kind of insurance to buy and how much to buy, and I might need help finding the right insurance agent □ 4 = I have identified an insurance agent □ 4 = I have identified an insurance agent to work with and I feel confident I can get the advice I need to make the right decisions about what kind of insurance to buy and how much coverage to buy		

H.7.0	Do you understand what crop insurance is and why you would purchase it?	□ o = No, I do not understand this □ 1 = I understand insurance, but I don't understand crop insurance or how it applies to the business I want to start □ 2 = I understand why this is important, but I have not done it/can not afford it/do not want it/do not have enough information and understanding to make decisions at this time □ 3 = I do not think crop insurance is available for my type of operation or I plan to purchase crop insurance but I have questions and I might need help □ 4 = I know that crop insurance is not available for my type of operation or I plan to purchase crop insurance and I am confident I have the information and advisers I need to make the right decisions				
-------	---	--	--	--	--	--

		□ o = No, I do not understand this □ 1 = I understand insurance, but I don't understand disability insurance or how it applies to the business I want to start		
	Do you understand what	□ 2 = I understand why this is important, but I have not done it/can not afford it/do not want it/do not have enough information and understanding to make decisions at this time		
H.8.0	disability insurance is and why you would buy it?	□ 3 = I plan to do this soon, but I have questions about what kind of insurance to buy and how much to buy, and I might need help finding the right insurance agent		
		☐ 4 = I have coverage already or I have identified an insurance agent to work with and I feel confident I can get the advice I need to make the right decisions about what kind of insurance to buy and how much coverage to buy		
		□ o = No		
H.9.0	Do you have a plan to cover the expense of a well failure, sudden and long term loss of a market, other major unexpected disruption?	$\square 2 = Yes$		
		□ o = No		
H.10.0	For landowners only: Are you aware of the REAP program for on-farm energy production?	☐ 2 = Yes ☐ 2 = Yes and I have this or have used it		

H.11.0	Are you aware of the Value Added Producer Grant program to expand value- added activities?	□ o = No □ 2 = Yes □ 2 = Yes and I have this or have used it		
H.12.0	Do you have a succession plan including a designated person who is authorized to take over your affairs if you are dead or incapacitated?	□ o = No, I have not thought about this or I do not know what these things are □ 1 = No, but I have thought about this and I would like more information to understand what to do □ 2 = I have a will and an estate plan, but I do not have a short term plan for a temporary successor if I am incapacitated, or I have a short term plan for a temporary successor but I do not have a will and an estate plan □ 3 = I have put some effort into creating a short term or a long term succession plan but I have not been able to do it all, I have questions, I do not know if I have done it right, I am stuck on some things, I need help □ 4 = Yes, I have a will as well as a succession plan including a designated person who is trained and authorized to take over my affairs if I am incapacitated or deceased		

I		information will help us to get in touch with yo onal programs and learning habits are most as	
I.1.0	Name		
I.2.0	E-mail		
I.3.o	Phone		
I.4.0	Physical address		
I.5.0	Best time and way to get in touch?		
I.6.o	Before starting your farm or ranch, what was your experience farming or ranching?	□ 0 = None □ 1 = Gardening, informal apprenticeship, WOOFing, etc. □ 2 = Farm internship or apprenticeship (6 months or more) □ 3 = Formal program to teach farming or ranching, and put name in data field if known □ 4 = Formal program plus > 6 months internship/apprenticeship □ 5 = Grew up farming/ranching or long time farm or ranch employee	
I.7.0	Before starting your farm or ranch, what was your experience managing a small business?	□ 0 = None □ 1 = Observing others, working as a non-managerial employee □ 2 = Management position □ 3 = Formal program to teach business management □ 4 = Have owned and operated a successful small business before	
I.8.o	Do you have a computer? Laptop, desktop or tablet?	□ o = No □ 1 = Tablet □ 2 = Desktop or laptop	

		□ o = I don't know about this, I do not have a plan for this	
		□ 1 = Friends & family	
		☐ 2 = Friends & family & neighbors/ mentor farmers	
I.9.0	How do you get information about farming and farm business management?	☐ 3 = Friends, family, neighbors & also from the internet, (blogs, podcasts, websites, articles) or only from the internet	
		☐ 4 = Some or all of the prior sources and NRCS, FSA, Extension, membership organization, ongoing association with a training program or incubator, or other farm service providers	
		□ 5 = All of the prior plus books, magazines, classes	
		□ 0 = No and go to 1.11.0	
I.10.0	Are you a dues-paying member of an association that provides you with information and advocacy about legal and regulatory issues?	□ 1 = Yes	
		☐ A = Farm Bureau	
		☐ B = Farmers Union	
I.10.1	Which one?	□ C = Grange	
		□ D = National Young Farmers	
		□ E = Other	
		□ o = I won't	
		☐ 1 = Maybe if it is free and convenient	
I.11.0	How likely are you to go to classes to	☐ 2 = Maybe if it is cheap and convenient	
1.11.0	learn more?	\square 3 = Likely if I could afford it and find the time	
		☐ 4 = Very likely, or I already do that or have done that	
		\Box o = Not much	
		\square 1 = A bit, depends, not sure	
I.12.0	How much would you value one on one technical assistance with topics we have discussed?	☐ 2 = I would be interested in learning more	
		\square 3 = I would probably want this	
		☐ 4 = I defiantly want this!	

J		A - This information helps programs to evalua grams that serve diverse audiences to apply for	
J.1.0	Gender		
J.2.0	Race(s)		
J.3.0	Year of birth		
J.4.0	Disability?	□ Yes □ No	
J.5.0	Do you have military experience?	☐ Yes ☐ No	
J.5.1	Branch?		
J.5.2	Current status?		
J.5.3	Educational benefits?	□ Yes □ No	
J.5.4	Disability benefits?	☐ Yes ☐ No	