



DRAFT

Framework for Shared Measurement

**An evaluation guide for
Incubator Farm Projects**

Developed by the National Incubator Farm Training Initiative (NIFTI)
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Connections

Mentors

1. Rate your level of satisfaction with the amount of mentorship and on the ground technical assistance provided by the Incubator Farm staff:

Very **Somewhat** **Not At All**
☐ ☐ ☐ ☐ ☐

2. Are you connected with a mentor independent of the Incubator Farm?

☐ **Yes** ☐ **No**

3. Approximately how many hours of consultation and technical assistance did you receive from your mentor[s] in the 2015 season?

4. In which areas did you receive mentorship?

- | | |
|---|---|
| <input type="radio"/> Business Planning | <input type="radio"/> Crop Production |
| <input type="radio"/> Marketing | <input type="radio"/> Livestock Production |
| <input type="radio"/> Farm Management | <input type="radio"/> Environmental Issues (water, soil, air, wildlife) |
| <input type="radio"/> Financial Planning | <input type="radio"/> Pest Management |
| <input type="radio"/> Equipment Selection and Maintenance | <input type="radio"/> Fertilizer and Pesticide Use |
| <input type="radio"/> Equipment Operation | <input type="radio"/> Other _____ |
| <input type="radio"/> Organic Production | |

5. Rate the overall value of your mentorship experience.

Very **Somewhat** **Not At All**
☐ ☐ ☐ ☐ ☐

Lenders

6. Have you been in contact with lenders about developing your farm business since enrolling in the Incubator Farm Project?

☐ **Yes** ☐ **No** ☐ **I Don't Know**

7. Did this contact result in receipt of approved financing?

☐ Yes ☐ In Process ☐ No

Buyers & Distribution Networks

8. Where do you sell your products?

- | | |
|---|---|
| <input type="radio"/> Grocery/food stores
How many accounts? | <input type="radio"/> Emergency Food Assistance
Outlets such as food banks or
pantries [include sales only, not
donations]
How many accounts? |
| <input type="radio"/> Restaurants and Caterers
How many accounts? | <input type="radio"/> Processors
How many processors? |
| <input type="radio"/> Institutional Food Service [Schools,
Colleges and Universities, Hospitals,
Nursing Homes, Government, etc.]
How many accounts? | <input type="radio"/> Distributors
How many distributors? |
| <input type="radio"/> Direct Retail [CSA, Food Box
Program, Farmer's Market, Mobile
Market, Own Retail Site, Online,
etc.]
How many accounts? | <input type="radio"/> Other |

11. What are your top three most profitable market outlets?

- 1.
- 2.
- 3.

12. Do you feel that you have access to adequate market opportunities?

☐ Yes ☐ No ☐ I Don't Know

13. What additional market channels are you interested in developing?

Community Partnerships

14. Please select the organizations with which you partner in order to run your farm business:

Please populate with common partner organizations.
[FSA, extension, beginning farmer groups, other nonprofits, etc.]

15. Please briefly describe your partnership with the organizations you selected.

Resources

Bank Account

16. Do you have a separate bank account for your farm business?

☐ Yes ☐ No ☐ I Don't Know

Capital

17. Do you have the information and skills needed to obtain additional capital to transition your farm business off of the incubator?

☐ Yes ☐ No ☐ I Don't Know

18. What additional skills and information will help you obtain additional capital to transition your farm business off of the incubator?

Value-added

19. During the 2015 season, did you produce value-added products?

☐ Yes ☐ I Plan To ☐ No

20. Are you connected to a place where you can produce value added products?

☐ Yes ☐ No ☐ I Don't Know

21. Rate your level of familiarity with the regulatory requirements for value-added food processing.

Very Somewhat Not At All

☐ ☐ ☐ ☐ ☐

Farm Documents

Enterprise Budgets

22. Have you created an enterprise budget since enrolling in the Incubator Project?

☐ Yes ☐ No ☐ I Don't Know

23. Rate your level of comfort in using an enterprise budget to make product pricing decisions.

Very Somewhat Not At All

☐ ☐ ☐ ☐ ☐

Business Plan

24. Which elements of a business plan have you completed?

- | | |
|---|---|
| <input type="radio"/> Executive Summary | <input type="radio"/> Operations |
| <input type="radio"/> Business Description | <input type="radio"/> Management Team |
| <input type="radio"/> Products and Services | <input type="radio"/> Development |
| <input type="radio"/> Sales and Marketing | <input type="radio"/> Financial Summary |

25. Rate your level of satisfaction with each element of your business plan.

	High	Medium			Low	I Don't Have This
Executive Summary	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Business Description	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Products and Services	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Sales and Marketing	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Operations	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Management Team	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Development	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Financial Summary	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

26. How often do you review and update your business plan?

Financial Statements

27. Please select the Financial Statements that you currently use:

- ☐ Balance Sheet [shows assets, liabilities]
- ☐ Income Statement [shows revenues, expenses, gains and losses over a period of time]
- ☐ Statement of Cash Flows [shows changes in cash flow over a period of time]

28. Rate your level of ability with each financial statement:

	High	Medium	Low	I Don't Do This
Balance Sheet	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Income Statement	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Statement of Cash Flows	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

29. How important are each of the following financial Statements to your farm management?

	High	Medium	Low	I Don't Do This
Balance Sheet	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Income Statement	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Statement of Cash Flows	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Tax Returns

30. Was your farm business active during the 2014 season?

- ☐ Yes ☐ No

31. If yes, did you file business taxes for 2014?

- ☐ Yes ☐ No ☐ I Don't Know



Skills

32. Rate your level of ability with:

	High	Medium			Low	I Don't Do This
Bookkeeping	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Systematic Recordkeeping	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Crop Planning	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
If you raise livestock (if not leave blank):						
Grazing Planning	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

33. How important is each of the following skills to your farm management?

	High	Medium			Low	I Don't Do This
Bookkeeping	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Systematic Recordkeeping	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Crop Planning	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
If you raise livestock (if not leave blank):						
Grazing Planning	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Incubator Farm Project Report

Instructions:

Assign the following values to responses:

Very	Somewhat		Not At All	
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5	4	3	2	1
High	Medium		Low	I Don't Do This
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
6	5	4	3	2
				1

Total the selections, and divide by number of responses. Indicate the number average in the questions below.

The ten questions in **orange** require use of shared metrics for accurate reporting.

Connections

Mentor

1. On average, how satisfied are your farmers with the amount of mentorship and on the ground technical assistance provided by Incubator Farm staff?
2. Do you connect farmers to mentorship opportunities independent of the Incubator Farm?
3. On average, how valuable were farmers' mentorship experiences?

Lender

4. Does your Incubator Farm Project link farmers to lenders?
5. What percentage of your farmers received approved financing in the 2014 season?

Buyer

6. How many distinct markets do your farmers access?
7. Overall, do your farmers feel that they have access to adequate market opportunities?
8. What additional market channels are your farmers interested in developing?

Community Partnerships

9. What community partnerships are most valuable to your farmers?
10. What relationship does your Incubator Farm Project have with these organizations?

Resources

Bank Account

11. What percentage of your farmers has a separate bank account for their farm business?

Capital

12. What percentage of your farmers has the information and skills needed to obtain additional capital to transition their farm business off of the incubator?

Value Added

13. During the 2015 season, what percentage of your farmers produced value-added products?
14. What percentage of your farmers has connections to a place where they can produce value-added products?
15. On average, how familiar are your farmers with the regulatory requirements for value-added food processing

Farm Documents

Enterprise Budgets

16. What percentage of your farmers has created an enterprise budget since enrolling in the Incubator Farm Project?
17. On average, how comfortable are your farmers using an enterprise budget to make pricing decisions

Business Plan

18. On average, what level of ability do your farmers possess with each aspect of a business plan?

Executive Summary

Business Description

Products and Services

Sales and Marketing

Operations

Management Team

Development

Financial Summary

Financial Statements

19. On average, what level of ability to do your farmers possess with each financial statement?

Balance Sheet

Income Statement

Statement of Cash Flows

20. On average, how important are each of the following financial statements to your farmers?

Balance Sheet

Income Statement

Statement of Cash Flows

Tax Returns

21. What percentage of your farmers who were farming in 2014 filed business taxes for 2014?

Skills

22. On average, what level of ability do your farmers possess with the following skills?

Bookkeeping

Systematic Recordkeeping

Crop Planning

Grazing Planning [if farmers do not raise livestock, answer N/A]

23. On average, how important is each of the following skills to your farmers' farm management?

Bookkeeping

Systematic Recordkeeping

Crop Planning

Grazing Planning [if farmers do not raise livestock, answer N/A]

Reflection

Do you feel that your farmers will have the connections, resources, documents and skills necessary to operate an independent farm business upon graduation from your program?

Based on the information gathered to complete this report, which areas of your program do you feel are particularly strong?

Which areas need improvement?

What are three concrete actions that you can take in the next year to begin to achieve this improvement?