

Assumptions & Notes

Assumptions

Payroll Load - Taxes	11%
Payroll Load - Benefits	9%
Corporate Tax Rate	35%
Risk Free Rate	3.5%
Market Rate	10.2%
Costs Growth Factor	5%
Revenue Growth Factor	5%
Working Capital Requirements (months revenue)	1.5
Average Gross Margin on Raised Beds (excluding labor)	65%
Produce Sales Ratio - % Direct to Consumers	25%
Produce Sales Ratio - % Direct to Restaurants	75%
Value-Add Products - % Direct to Consumers	100%
Debt Payback Period (years)	5

Notes

For simplification purposes, the business starts in January of Year 1.
 Will have two hives for honey production.
 Labor costs and commercial kitchen rent are not allocated to COGS.
 Average hydroponic margin and yield assumptions are calculated in Detail>> tabs

Site Dimensions

	Square Feet
Total site dimensions	21,780
Greenhouse	2,000
Hydroponics In Greenhouse (sq ft floor space, assumes 75% of greenhouse)	1,500
Hydroponics Stacks	2
Hydroponics In Greenhouse (Sq ft planting)	3,000
Seed starters & circulation in Greenhouse (sq foot, 25% of greenhouse)	500
Hydroponics outdoor (sq ft floor space)	1,243
Hydroponics Outdoor (sq ft planting)	2,485
Raised Bed Length	71.8
Raised Bed Width	5.00
Square Feet Per Raised Bed	359
Number of Raised Beds	28
Raised Beds: board ft. along perimeter (linear ft.)	4,298
Raised Beds: sq ft planting	10,045
Total Floor Space Used	12,788
% Circulation	41%
Square Feet Per Acre	43,560

Product Waste

Year 1	30%
Year 2	25%
Year 3	20%
Year 4	15%
Year 5	10%

Constants

Hours Per Day	8
Days Per Week	5

Hours Per Week	40
Months Per Year	12
Weeks Per Year	52
Hours Per Year	2,080
Weeks Per Month	4.33

Departments (Cost Centers)

General & Administrative	G&A
Sales & Marketing	S&M
Research & Development	R&D

NOTE: Adjust crop allocations in "Raised Beds Calcs - All".

Net Present Value at Horizon Years

Year	NPV Cash Flows	PV Horizon Value	Total Value
5	\$ (15,085)	\$ 148,522	\$ 133,436
10	\$ 50,175	\$ 91,465	\$ 141,640
15	\$ 87,778	\$ 60,687	\$ 148,465
20	\$ 115,333	\$ 36,525	\$ 151,858

Kale Crop Yield	
Total Available Row Feet	4,998
% Beds Allocated	20.0%
Row Feet Planted	1,000
Avg Yield per 100' Row (lbs.)	75
Crop Rotations/ Yr	5
Total Annual Yield	3,748

Kale (Gross)
Consumer Price
% Sold to Cons
Restaurant Price
% Sold to Rest
Maximum Reve
Average Gross M
Average Gross

Crop Revenue & Profit Margin (Max)		
(per lb.)	\$	4.00
sumers		25%
(per lb.)	\$	3.50
aurants		75%
Revenue	\$	13,586.99
Profit Margin %		65%
Margin \$	\$	8,831.54

Crop	Square Feet Allocated	Annual Yield (lbs./per sq ft)
Hydro Lettuce	1125	5.8
Hydro Basil	375	8.0
Hydro Watercress (outdoor)	1243	4.3
Beets	500	4.0
Broccoli	800	1.5
Cabbage	1000	3.0
Carrot	750	2.0
Cauliflower	500	1.4
Cucumber	800	0.9
Endive	500	1.0
Greens, Mustard	500	5.0
Kale/Collard	2000	1.9
Tomato	1200	1.5
Zucchini	500	1.2
Yellow Summer	500	1.2
Patty Pan	500	1.2

**Gross Margin
(\$/sq ft)**

\$45.05
\$98.48
\$59.12
\$9.82
\$2.65
\$4.52
\$3.53
\$2.49
\$1.32
\$4.12
\$11.78
\$4.42
\$5.30
\$1.69
\$1.69
\$1.41

Income Statement

	Year		1	2
Revenue		\$	201,949	\$ 263,444
Cost of Good Sold		\$	70,356	\$ 79,364
Gross Profit		\$	131,592	\$ 184,080
Operating Expenses				
General & Administrative (incl. rent)		\$	88,272	\$ 96,586
Marketing & Sales		\$	600	\$ 630
Research & Development		\$	900	\$ 945
Salaries & Related Expenses		\$	48,000	\$ 66,190
Total Operating Expenses		\$	137,772	\$ 164,351
Non-Operating Revenue (Kickstarter)		\$	24,000	\$ -
Non-Operating Expenses		\$	3,750	\$ -
Non-Operating Revenue NET (Kickstarter)		\$	20,250	\$ -
EBITDA		\$	14,070	\$ 19,729
Interest Expense		\$	1,443	\$ 3,981
Depreciation Expense		\$	7,309	\$ 7,490
Pre-Tax Profit		\$	5,319	\$ 8,258
Tax		\$	1,862	\$ 2,890
Net Income		\$	3,457	\$ 5,368
Dividends to Shareholders		\$	-	\$ -
Retained Earnings		\$	3,457	\$ 5,368

Balance Sheet (condensed; year ending)

	Year			0	1	2	
<i>Assets</i>							
Net working capital (min. 1 1/2 mo. revenue)				20,887	25,244	32,931	
Fixed assets (less accumulated depreciation)				43,113.0	35,804.4	29,539.2	
Total assets		\$	64,000	\$	61,048	\$	62,470
<i>Liabilities and Equity</i>							
Unearned revenue (Kickstarter, net fees)			24,000		0	0	
Debt			10,000		29,091	29,725	
Amortized Debt (accumulated)					(1,500)	(6,080)	
Shareholders' equity (incl. retained earnings)			30,000		33,457	38,825	
Total liab. & share. equity		\$	64,000	\$	61,048	\$	62,470

Required external financing (applied to debt)

19,091

634

	3	4	5	6	7	8
\$	291,600	\$ 321,913	\$ 354,528	\$ 372,254	\$ 390,867	\$ 410,410
\$	83,332	\$ 87,499	\$ 91,874	\$ 96,468	\$ 101,291	\$ 106,355
\$	208,268	\$ 234,414	\$ 262,654	\$ 275,787	\$ 289,576	\$ 304,055
\$	103,005	\$ 108,155	\$ 113,563	\$ 119,241	\$ 125,203	\$ 131,463
\$	662	\$ 695	\$ 729	\$ 766	\$ 804	\$ 844
\$	992	\$ 1,042	\$ 1,094	\$ 1,149	\$ 1,206	\$ 1,266
\$	69,285	\$ 81,285	\$ 84,380	\$ 88,599	\$ 93,029	\$ 97,681
\$	173,944	\$ 191,177	\$ 199,766	\$ 209,755	\$ 220,242	\$ 231,254
\$	-	\$ -	\$ -	\$ -	\$ -	\$ -
\$	-	\$ -	\$ -	\$ -	\$ -	\$ -
\$	-	\$ -	\$ -	\$ -	\$ -	\$ -
\$	34,324	\$ 43,237	\$ 62,888	\$ 66,032	\$ 69,334	\$ 72,801
\$	3,412	\$ 2,642	\$ 1,761	\$ 753	\$ 24	\$ -
\$	8,668	\$ 8,775	\$ 9,047	\$ 5,134	\$ 5,049	\$ 5,168
\$	22,244	\$ 31,821	\$ 52,081	\$ 60,146	\$ 64,261	\$ 67,633
\$	7,785	\$ 11,137	\$ 18,228	\$ 21,051	\$ 22,492	\$ 23,672
\$	14,459	\$ 20,683	\$ 33,852	\$ 39,095	\$ 41,770	\$ 43,961
\$	8,036	\$ 18,713	\$ 29,375	\$ 31,960	\$ 38,129	\$ 40,486
\$	6,422	\$ 1,970	\$ 4,478	\$ 7,134	\$ 3,641	\$ 3,475

	3	4	5	6	7	8
	36,450	40,239	44,316	46,532	48,858	51,301
	<u>27,106.1</u>	<u>19,181.2</u>	<u>12,594.7</u>	<u>12,460.8</u>	<u>13,611.9</u>	<u>14,644.3</u>
\$	63,556	\$ 59,420	\$ 56,911	\$ 58,993	\$ 62,470	\$ 65,946
	0	0	0	0	0	0
	29,725	29,725	29,725	29,725	29,725	29,725
	(11,416)	(17,522)	(24,510)	(29,562)	(29,725)	(29,725)
	<u>45,247</u>	<u>47,218</u>	<u>51,695</u>	<u>58,830</u>	<u>62,470</u>	<u>65,946</u>
\$	63,556	\$ 59,420	\$ 56,911	\$ 58,993	\$ 62,470	\$ 65,946
	0	0	0	0	0	0

	9	10	11	12	13	14
\$	430,931	\$ 452,478	\$ 475,101	\$ 498,857	\$ 523,799	\$ 549,989
\$	111,673	\$ 117,257	\$ 123,120	\$ 129,276	\$ 135,739	\$ 142,526
\$	319,258	\$ 335,221	\$ 351,982	\$ 369,581	\$ 388,060	\$ 407,463
\$	138,036	\$ 144,938	\$ 152,185	\$ 159,794	\$ 167,784	\$ 176,173
\$	886	\$ 931	\$ 977	\$ 1,026	\$ 1,078	\$ 1,131
\$	1,330	\$ 1,396	\$ 1,466	\$ 1,539	\$ 1,616	\$ 1,697
\$	102,565	\$ 107,693	\$ 113,077	\$ 118,731	\$ 124,668	\$ 130,901
\$	242,817	\$ 254,958	\$ 267,706	\$ 281,091	\$ 295,146	\$ 309,903
\$	-	\$ -	\$ -	\$ -	\$ -	\$ -
\$	-	\$ -	\$ -	\$ -	\$ -	\$ -
\$	-	\$ -	\$ -	\$ -	\$ -	\$ -
\$	76,441	\$ 80,263	\$ 84,276	\$ 88,490	\$ 92,914	\$ 97,560
\$	-	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
\$	6,358	\$ 7,525	\$ 6,710	\$ 6,660	\$ 6,610	\$ 6,560
\$	70,083	\$ 72,737	\$ 77,565	\$ 81,829	\$ 86,304	\$ 90,999
\$	24,529	\$ 25,458	\$ 27,148	\$ 28,640	\$ 30,206	\$ 31,850
\$	45,554	\$ 47,279	\$ 50,418	\$ 53,189	\$ 56,097	\$ 59,150
\$	43,146	\$ 45,911	\$ 50,418	\$ 53,189	\$ 56,097	\$ 59,150
\$	2,407	\$ 1,368	\$ -	\$ -	\$ -	\$ -

	9	10	11	12	13	14
	53,866	56,560	86,795	87,255	87,666	88,026
	14,486.7	13,161.3	12,651.0	12,190.7	11,780.3	11,420.0
\$	68,353	\$ 69,721	\$ 99,446	\$ 99,446	\$ 99,446	\$ 99,446
	0	0	0	0	0	0
	29,725	29,725	29,725	29,725	29,725	29,725
	(29,725)	(29,725)	(0)	(0)	(0)	(0)
	68,353	69,721	69,721	69,721	69,721	69,721
\$	68,353	\$ 69,721	\$ 99,446	\$ 99,446	\$ 99,446	\$ 99,446
	0	0	0	0	0	0

	15	16	17	18	19	20
\$	577,489	\$ 606,363	\$ 636,681	\$ 668,515	\$ 701,941	\$ 737,038
\$	149,653	\$ 157,135	\$ 164,992	\$ 173,242	\$ 181,904	\$ 190,999
\$	427,836	\$ 449,228	\$ 471,689	\$ 495,274	\$ 520,037	\$ 546,039
\$	184,982	\$ 194,231	\$ 203,943	\$ 214,140	\$ 224,847	\$ 236,089
\$	1,188	\$ 1,247	\$ 1,310	\$ 1,375	\$ 1,444	\$ 1,516
\$	1,782	\$ 1,871	\$ 1,965	\$ 2,063	\$ 2,166	\$ 2,274
\$	137,446	\$ 144,319	\$ 151,535	\$ 159,111	\$ 167,067	\$ 175,420
\$	325,398	\$ 341,668	\$ 358,752	\$ 376,689	\$ 395,524	\$ 415,300
\$	-	\$ -	\$ -	\$ -	\$ -	\$ -
\$	-	\$ -	\$ -	\$ -	\$ -	\$ -
\$	-	\$ -	\$ -	\$ -	\$ -	\$ -
\$	102,438	\$ 107,560	\$ 112,938	\$ 118,584	\$ 124,514	\$ 130,739
\$	-	\$ -	\$ -	\$ -	\$ -	\$ -
\$	6,353	\$ 6,227	\$ 6,220	\$ 6,213	\$ 6,207	\$ 6,200
\$	96,084	\$ 101,333	\$ 106,718	\$ 112,371	\$ 118,307	\$ 124,539
\$	33,630	\$ 35,467	\$ 37,351	\$ 39,330	\$ 41,407	\$ 43,589
\$	62,455	\$ 65,866	\$ 69,366	\$ 73,041	\$ 76,900	\$ 80,951
\$	62,455	\$ 65,866	\$ 69,366	\$ 73,041	\$ 76,900	\$ 77,067
\$	-	\$ -	\$ -	\$ -	\$ -	\$ 3,884

	15	16	17	18	19	20
	88,179	88,206	88,226	88,239	88,246	92,130
	11,266.7	11,240.0	11,220.0	11,206.7	11,200.0	11,200.0
\$	99,446	\$ 99,446	\$ 99,446	\$ 99,446	\$ 99,446	\$ 103,330
	0	0	0	0	0	0
	29,725	29,725	29,725	29,725	29,725	29,725
	0	0	0	0	0	0
	69,721	69,721	69,721	69,721	69,721	73,605
\$	99,446	\$ 99,446	\$ 99,446	\$ 99,446	\$ 99,446	\$ 103,330
	0	0	0	0	0	0

Discounted Cash Flow

	Year	0	1	2	3
A. Fixed assets					
Investments in fixed assets	\$	43,113	\$ -	\$ 1,225	\$ 6,235
Sales of fixed assets			\$ -	\$ -	\$ -
CF, invest. in fixed assets	\$	(43,113)	\$ -	\$ (1,225)	\$ (6,235)
B. Working capital and plant investments					
Investments (Δ) in plant working capital	\$	20,887	\$ 4,357	\$ 7,687	\$ 3,519
CF, invest. In working capital	\$	(20,887)	\$ (4,357)	\$ (7,687)	\$ (3,519)
C. Operations					
Earnings before interest, taxes, depreciation & amortization (EBITDA)			\$ 14,070	\$ 19,729	\$ 34,324
Depreciation			\$ 7,309	\$ 7,490	\$ 8,668
Profit after tax			\$ 3,457	\$ 5,368	\$ 14,459
Cash flow from operations			\$ 10,766	\$ 12,858	\$ 23,127
D. Free cash flow					
	\$	(64,000)	\$ 6,409	\$ 3,946	\$ 13,372
PV of cash flow using excel formula	\$	(64,000)	\$ 5,552	\$ 2,961	\$ 8,692
Net present value using excel formula	\$	115,333			
Net present value using sum of PV of cash flows					
E. Horizon value					
PV of Horizon value					
F. Total value (Horizon plus free cash flows)					
G. Other inputs					
Discount rate (WACC)			15%		
Tax rate			35%		
Rev/Exp Growth Rate Year 6-20			5%		
Risk Free Rate (<i>used as g for horizon value</i>)			3.5%		
H. Breakeven					
Cumulative NPV of cashflow - initial invest	\$	(64,000)	\$ (58,448)	\$ (55,487)	\$ (46,795)
Breakeven in Year:			5		

4	5	6	7	8	9	10	11
\$ 850	\$ 2,460	\$ 5,000	\$ 6,200	\$ 6,200	\$ 6,200	\$ 6,200	\$ 6,200
\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
\$ (850)	\$ (2,460)	\$ (5,000)	\$ (6,200)	\$ (6,200)	\$ (6,200)	\$ (6,200)	\$ (6,200)
\$ 3,789	\$ 4,077	\$ 2,216	\$ 2,327	\$ 2,443	\$ 2,565	\$ 2,693	\$ 30,235
\$ (3,789)	\$ (4,077)	\$ (2,216)	\$ (2,327)	\$ (2,443)	\$ (2,565)	\$ (2,693)	\$ (30,235)
\$ 43,237	\$ 62,888	\$ 66,032	\$ 69,334	\$ 72,801	\$ 76,441	\$ 80,263	\$ 84,276
\$ 8,775	\$ 9,047	\$ 5,134	\$ 5,049	\$ 5,168	\$ 6,358	\$ 7,525	\$ 6,710
\$ 20,683	\$ 33,852	\$ 39,095	\$ 41,770	\$ 43,961	\$ 45,554	\$ 47,279	\$ 50,418
\$ 29,458	\$ 42,899	\$ 44,229	\$ 46,819	\$ 49,129	\$ 51,912	\$ 54,805	\$ 57,128
\$ 24,819	\$ 36,362	\$ 37,013	\$ 38,292	\$ 40,486	\$ 43,146	\$ 45,911	\$ 20,692
\$ 13,975	\$ 17,735	\$ 15,638	\$ 14,015	\$ 12,836	\$ 11,849	\$ 10,922	\$ 4,264
	\$ (15,085)					\$ 50,175	
	\$ 304,506					\$ 384,475	
	\$ 148,522					\$ 91,465	
	\$ 133,436					\$ 141,640	
\$ (32,821)	\$ (15,085)	\$ 553	\$ 14,568	\$ 27,403	\$ 39,253	\$ 50,175	\$ 54,439

12	13	14	15	16	17	18	19
\$ 6,200	\$ 6,200	\$ 6,200	\$ 6,200	\$ 6,200	\$ 6,200	\$ 6,200	\$ 6,200
\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
\$ (6,200)	\$ (6,200)	\$ (6,200)	\$ (6,200)	\$ (6,200)	\$ (6,200)	\$ (6,200)	\$ (6,200)
\$ 460	\$ 410	\$ 360	\$ 153	\$ 27	\$ 20	\$ 13	\$ 7
\$ (460)	\$ (410)	\$ (360)	\$ (153)	\$ (27)	\$ (20)	\$ (13)	\$ (7)
\$ 88,490	\$ 92,914	\$ 97,560	\$ 102,438	\$ 107,560	\$ 112,938	\$ 118,584	\$ 124,514
\$ 6,660	\$ 6,610	\$ 6,560	\$ 6,353	\$ 6,227	\$ 6,220	\$ 6,213	\$ 6,207
\$ 53,189	\$ 56,097	\$ 59,150	\$ 62,455	\$ 65,866	\$ 69,366	\$ 73,041	\$ 76,900
\$ 59,849	\$ 62,708	\$ 65,710	\$ 68,808	\$ 72,093	\$ 75,586	\$ 79,255	\$ 83,106
\$ 53,189	\$ 56,097	\$ 59,150	\$ 62,455	\$ 65,866	\$ 69,366	\$ 73,041	\$ 76,900
\$ 9,495	\$ 8,675	\$ 7,923	\$ 7,247	\$ 6,620	\$ 6,040	\$ 5,509	\$ 5,024
			\$ 87,778				
			\$ 523,016				
			\$ 60,687				
\$ 148,465							

\$ 63,934 \$ 72,608 \$ 80,531 \$ 87,778 \$ 94,399 \$ 100,438 \$ 105,947 \$ 110,971

20

\$ 6,200
\$ -
\$ (6,200)

\$ 3,884
\$ (3,884)

\$ 130,739
\$ 6,200
\$ 80,951
\$ 87,151

\$ 77,067

\$ 4,362

\$ 115,333

\$ 645,382
\$ 36,525

\$ 151,858

\$ 115,333

Operating Expenses

Department	Expense	Cost Per Month	Year 0
	G&A	<i>(in first year incurred)</i>	
G&A	Web Hosting	\$ 12	\$ -
G&A	Internet	\$ 20	\$ -
G&A	Office Supplies	\$ 25	\$ -
G&A	Software	\$ 30	\$ -
G&A	Rent - Land	\$ 6,534	\$ -
G&A	Rent - Commercial Kitchen	\$ 650	\$ -
G&A	Muni Pass/Bike	\$ 60	\$ -
G&A	Auto Expenses	\$ 100	\$ -
G&A	Utilities (excl. H20)	\$ 100	\$ -
G&A	Property Insurance	\$ 100	\$ -
G&A	Permits and registration fees	\$ 150	\$ 900
G&A	Charitable contributions (net tax benefit)	\$ 50	\$ -
	G&A Subtotal	\$ 7,831	\$ 900
	M&S		
M&S	Supplies	\$ 50	
M&S	Logo Development	\$ 100	\$ 100
	M&S Subtotal	\$ 150	\$ 100
	R&D		
R&D	Parts & Materials	\$ 75	
	R&D Subtotal	\$ 75	\$ -
	Total	\$ 8,056	\$ 1,000

Year 1	Year 2	Year 3	Year 4	Year 5
\$ 144	\$ 151	\$ 159	\$ 167	\$ 175
\$ 240	\$ 252	\$ 265	\$ 278	\$ 292
\$ 300	\$ 315	\$ 331	\$ 347	\$ 365
\$ 360	\$ 378	\$ 397	\$ 417	\$ 438
\$ 78,408	\$ 82,328	\$ 86,445	\$ 90,767	\$ 95,305
\$ 3,900	\$ 7,995	\$ 8,395	\$ 8,814	\$ 9,255
\$ 720	\$ 756	\$ 794	\$ 833	\$ 875
\$ -	\$ -	\$ 1,200	\$ 1,260	\$ 1,323
\$ 1,200	\$ 1,260	\$ 1,323	\$ 1,389	\$ 1,459
\$ 1,200	\$ 1,260	\$ 1,323	\$ 1,389	\$ 1,459
\$ 1,800	\$ 1,890	\$ 1,985	\$ 2,084	\$ 2,188
\$ -	\$ -	\$ 390	\$ 410	\$ 430
\$ 88,272	\$ 96,586	\$ 103,005	\$ 108,155	\$ 113,563
\$ 600	\$ 630	\$ 662	\$ 695	\$ 729
\$ -	\$ -	\$ -	\$ -	\$ -
\$ 600	\$ 630	\$ 662	\$ 695	\$ 729
\$ 900	\$ 945	\$ 992	\$ 1,042	\$ 1,094
\$ 900	\$ 945	\$ 992	\$ 1,042	\$ 1,094
\$ 89,772	\$ 98,161	\$ 104,659	\$ 109,892	\$ 115,386

Sources

<http://www.godaddy.com/default.aspx>

http://www.xfinityoffers.com/?cid=64156&affid=5723876336::TestAd_xfinity&gclid=CJfysdSwvqgCFQE2gwodQhXRrg

<http://www.loopnet.com/Listing/16923696/500-19Th-Street-San-Francisco-CA/>

<http://www.lacocinasf.org/>

<http://www.createlogodesign.com/order3.htm>

Headcount

Name	Year 1	Year 2	Year 3
Part Time Laborer	\$0.00	\$5,158.40	\$7,737.60
Jeff Grow	\$20,000.00	\$25,000.00	\$25,000.00
Sandy Cash	\$20,000.00	\$25,000.00	\$25,000.00
Salaries Subtotal	\$40,000.00	\$55,158.40	\$57,737.60
Add Payroll Load	\$4,400.00	\$6,067.42	\$6,351.14
Add Benefits Load	\$3,600.00	\$4,964.26	\$5,196.38
Total Headcount Related Expenses	\$48,000.00	\$66,190.08	\$69,285.12

Assumptions	
Payroll Load	11%
Benefits Load	9%

Year 4	Year 5	Sources
\$7,737.60	\$10,316.80	http://www.sfgsa.org/index.aspx?page=4
\$30,000.00	\$30,000.00	
\$30,000.00	\$30,000.00	
\$67,737.60	\$70,316.80	
\$7,451.14	\$7,734.85	
\$6,096.38	\$6,328.51	
\$81,285.12	\$84,380.16	

Revenue & COGS

Revenue

	Year 1	Year 2	Year 3	Year 4	Year 5
Soil Farmed	\$ 45,268	\$ 50,927	\$ 57,038	\$ 63,633	\$ 70,745
Hydroponically Farmed	\$ 145,001	\$ 163,126	\$ 182,701	\$ 203,825	\$ 226,606
Honey	\$ 1,280	\$ 2,688	\$ 2,822	\$ 2,964	\$ 3,112
Value-added Goods	\$ 10,400	\$ 24,024	\$ 25,225	\$ 26,486	\$ 27,811
Classes & Workshops	\$ -	\$ 22,680	\$ 23,814	\$ 25,005	\$ 26,255
	\$ 201,949	\$ 263,444	\$ 291,600	\$ 321,913	\$ 354,528

COGS

	Year 1	Year 2	Year 3	Year 4	Year 5
Soil Farmed	\$ 22,634	\$ 23,766	\$ 24,954	\$ 26,202	\$ 27,512
Hydroponically Farmed	\$ 46,082	\$ 48,387	\$ 50,806	\$ 53,346	\$ 56,013
Honey	\$ 80	\$ 206	\$ 217	\$ 227	\$ 239
Value-added Goods	\$ 1,560	\$ 3,604	\$ 3,784	\$ 3,973	\$ 4,172
Classes & Workshops	\$ -	\$ 3,402	\$ 3,572	\$ 3,751	\$ 3,938
	\$ 70,356	\$ 79,364	\$ 83,332	\$ 87,499	\$ 91,874

Gross Profit (excl. labor)	\$ 131,592	\$ 184,080	\$ 208,268	\$ 234,414	\$ 262,654
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Product Waste	30%	25%	20%	15%	10%
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Note: Revenue and COGS are grown based on assumptions in NOTES tab.

Max Revenue by Product (2011 pricing)

Product	Acres	Square Feet	Max Revenue	Max Profit - Low Margin
Hydroponic Lettuce	0.05	2,250	\$ 71,367	\$ 38,009
Hydroponic Basil	0.02	750	\$ 44,044	\$ 27,697
Hydroponic Watercress	0.06	2,485	\$ 91,733	\$ 55,090
Raised Bed Crops (Mixed)	0.23	10,045	\$ 64,669	\$ 29,101
Total	0.36	15,530	\$ 271,812	\$ 149,897

Value-add COGS, excluding labor and kitchen rental: 20%

Product	Units	Price per unit	Max Revenue	Max Profit - Low Margin
Sauerkraut	1,040	\$ 5	\$ 5,200	\$ 4,160
Kale Chips	1,040	\$ 5	\$ 5,200	\$ 4,160
Pesto (launch yr 2)	1,040	\$ 7	\$ 7,280	\$ 5,824
Pickles (launch yr 2)	1,040	\$ 5	\$ 5,200	\$ 4,160
Total	4,160		\$ 22,880	\$ 18,304

Product	Pounds	Wholesale Price	Retail Price Per	Bottle & Label Cost Per Pou
Honey Per Hive	40	\$ 16	\$ 32	\$ 2.00
# of Hives	2			

Cost of materials (excl. teaching time): 15%

Product	Units (hrs)	Cost per unit	Max Revenue	Max Profit - Low Margin
Workshops (launch yr 2)	720	\$30	\$ 21,600	\$ 18,360
Farm Total (excludes admin, rent, etc.)			\$ 316,292	\$ 186,561

Note: Reduction for non-sold produce occurs in "Rev" tab

Max Profit - Avg Margin	Max Profit - High Margin
\$ 50,678	\$ 55,746
\$ 36,930	\$ 40,623
\$ 73,453	\$ 80,798
\$ 42,035	\$ 48,501
\$ 203,096	\$ 225,669
<i>15%</i>	<i>10%</i>
Max Profit - Avg Margin	Max Profit - High Margin
\$ 4,420	\$ 4,680
\$ 4,420	\$ 4,680
\$ 6,188	\$ 6,552
\$ 4,420	\$ 4,680
\$ 19,448	\$ 20,592
Max Revenue	Cost - Avg Margin
\$ 2,560	\$ 160.00
<i>10%</i>	<i>5%</i>
Max Profit - Avg Margin	Max Profit - High Margin
\$ 19,440	\$ 20,520
\$ 241,984	\$ 266,781

Fixed Assets

Capital Investment Per Year

Note: Assets with different depreciable lives or salvage values must be placed on separate rows

	0	1	2	3
	Year 0-1	Year 2	Year 3	Year 4
Information Technology				
laptop computer	\$ 800		\$ 150	
printer/scanner/copier	\$ 130			
Info Tech TOTAL	\$ 930	\$ -	\$ 150	\$ -
Tools & Equipment				
small biodiesel pickup truck			\$ 4,500	
Bee Hives	\$ 300			
cash register	\$ 100			
wheelbarrows	\$ 50	\$ 50		
materials to build a composter	\$ 50			
circular saw	\$ 85			
drill/driver	\$ 55			
various hand tools (100' tape m	\$ 50		\$ 25	
various garden tools (spades, d	\$ 210		\$ 105	
fence-post driver and fence plie	\$ 35			
seeder			\$ 100	
miscellaneous tools (50-100'				
garden hoses, spray nozzles,				
digging bar, water meter,				
extension cords, large metal				
dust pan, tarps)	\$ 140		\$ 140	
1/2 acre of drip irrigation	\$ 500			
rainwater barrels & solar pump	\$ 500		\$ 220	
hydroponic system	\$ 21,940			
bike with trailer	\$ 300		\$ 100	
canopy	\$ 100			
folding tables	\$ 100		\$ 100	
food dehydrator (stainless steel, 5 shelves)	\$ 250			\$ 100
library card catalogue cabinet (for organizing)	\$ 50			
weed whacker	\$ 50		\$ 25	
electric mulching mower	\$ 100			
commercial produce scale		\$ 125		
food grade bins	\$ 100	\$ 50	\$ 50	\$ 50
metal trash bins with lids	\$ 20		\$ 20	
solar powered LED lighting syst	\$ 500			
wind anemometer	\$ 150			
composting toilet				
Tools & Equip TOTAL	\$ 25,435	\$ 525	\$ 5,385	\$ 150
Leashold Improvements				
one-acre fencing in woven wire	\$ 1,900	\$ 100	\$ 100	\$ 100
8'x16' shed (DIY)	\$ 550			
greenhouse	\$ 10,000	\$ 500	\$ 500	\$ 500
raised beds: board feet perimet	\$ 4,298	\$ 100	\$ 100	\$ 100
Tools & Equip TOTAL	\$ 16,748	\$ 700	\$ 700	\$ 700

Asset & Depreciation Schedule

Assuming straight line depreciation over the specified term.

	1	2	3	4
	Year 1	Year 2	Year 3	Year 4
Information Technology				
Beginning Balance	\$ 930	\$ 744	\$ 558	\$ 492
Additional Investment	\$ -	\$ -	\$ 150	\$ -
Depreciation	\$ 186	\$ 186	\$ 216	\$ 216
Ending Balance	\$ 744	\$ 558	\$ 492	\$ 276
Tools & Equipment				
Beginning Balance	\$ 25,435	\$ 20,354	\$ 15,692	\$ 14,820
Additional Investment	\$ -	\$ 525	\$ 5,385	\$ 150
Depreciation	\$ 5,081	\$ 5,186	\$ 6,258	\$ 6,288
Ending Balance	\$ 20,354	\$ 15,692	\$ 14,820	\$ 8,682
Leashold Improvements				
Beginning Balance	\$ 16,748	\$ 14,707	\$ 13,289	\$ 11,794
Additional Investment	\$ -	\$ 700	\$ 700	\$ 700
Depreciation	\$ 2,041	\$ 2,118	\$ 2,195	\$ 2,271
Ending Balance	\$ 14,707	\$ 13,289	\$ 11,794	\$ 10,223
Annual Depreciation	\$ 7,309	\$ 7,490	\$ 8,668	\$ 8,775
Annual Investment	\$ -	\$ 1,225	\$ 6,235	\$ 850
Ending PP&E	\$ 35,804	\$ 29,539	\$ 27,106	\$ 19,181

Depreciat

		4	5	6			1	
Year 5	Year 6	Est. Annualized Investment Yr 7+			Term (Years)	Salvage value	Asset Sale Year	Annual depreciation - Yr 1
					5	\$ -	\$ 160	
					5	\$ -	\$ 26	
\$ -	\$ -	\$ 200			5	\$ -	\$ 186	
	\$ 5,000				5	\$ -	\$ -	
					5	\$ -	\$ 60	
					5	\$ -	\$ 20	
					5	\$ -	\$ 10	
					5	\$ -	\$ 10	
					5	\$ -	\$ 17	
					5	\$ -	\$ 11	
					5	\$ -	\$ 10	
					5	\$ -	\$ 42	
					5	\$ -	\$ 7	
					5	\$ -	\$ -	
\$ 140					5	\$ -	\$ 28	
					5	\$ -	\$ 100	
					5	\$ -	\$ 100	
					5	\$ -	\$ 4,388	
					5	\$ -	\$ 60	
					5	\$ -	\$ 20	
					7	\$ -	\$ 14	
					5	\$ -	\$ -	
					5	\$ -	\$ -	
					5	\$ -	\$ 10	
					5	\$ -	\$ 20	
\$ 50					5	\$ -	\$ -	
					5	\$ -	\$ 20	
					5	\$ -	\$ 4	
					5	\$ -	\$ 100	
\$ 1,020					5	\$ -	\$ 30	
\$ 1,210	\$ 5,000	\$ 4,000			10	\$ -	\$ -	
					5	\$ -	\$ 5,081	
\$ 100					15	\$ -	\$ 127	
\$ 550					10	\$ -	\$ 55	
\$ 500					10	\$ -	\$ 1,000	
\$ 100					5	\$ -	\$ 860	
\$ 1,250	\$ -	\$ 2,000			5	\$ -	\$ 2,041	

	5	6	8	9	10	11
Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Year 11
\$ 276	\$ 60	\$ 30	\$ 160	\$ 280	\$ 360	\$ 400
\$ -	\$ -	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200
\$ 216	\$ 30	\$ 70	\$ 80	\$ 120	\$ 160	\$ 200
\$ 60	\$ 30	\$ 160	\$ 280	\$ 360	\$ 400	\$ 400
\$ 8,682	\$ 3,465	\$ 5,304	\$ 6,249	\$ 7,464	\$ 7,910	\$ 7,608
\$ 1,210	\$ 5,000	\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000
\$ 6,428	\$ 3,161	\$ 3,056	\$ 2,784	\$ 3,554	\$ 4,302	\$ 4,102
\$ 3,465	\$ 5,304	\$ 6,249	\$ 7,464	\$ 7,910	\$ 7,608	\$ 7,506
\$ 10,223	\$ 9,070	\$ 7,127	\$ 7,203	\$ 6,900	\$ 6,217	\$ 5,153
\$ 1,250	\$ -	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000
\$ 2,403	\$ 1,943	\$ 1,923	\$ 2,303	\$ 2,683	\$ 3,063	\$ 2,408
\$ 9,070	\$ 7,127	\$ 7,203	\$ 6,900	\$ 6,217	\$ 5,153	\$ 4,745
\$ 9,047	\$ 5,134	\$ 5,049	\$ 5,168	\$ 6,358	\$ 7,525	\$ 6,710
\$ 2,460	\$ 5,000	\$ 6,200	\$ 6,200	\$ 6,200	\$ 6,200	\$ 6,200
\$ 12,595	\$ 12,461	\$ 13,612	\$ 14,644	\$ 14,487	\$ 13,161	\$ 12,651

tion Per Year (Straight Line)

	2	3	4	5	6	7
	Annual depreciatio n - Yr 2	Annual depreciatio n - Yr 3	Annual depreciatio n - Yr 4	Annual depreciatio n - Yr 5	Annual depreciatio n - Yr 6	Annual depreciatio n - Yr 7
\$	160	\$ 190	\$ 190	\$ 190	\$ 30	\$ 30
\$	26	\$ 26	\$ 26	\$ 26	-	-
\$	186	\$ 216	\$ 216	\$ 216	\$ 30	\$ 70
\$	-	\$ 900	\$ 900	\$ 900	\$ 1,900	\$ 1,900
\$	60	\$ 60	\$ 60	\$ 60	-	-
\$	20	\$ 20	\$ 20	\$ 20	-	-
\$	20	\$ 20	\$ 20	\$ 20	10	-
\$	10	\$ 10	\$ 10	\$ 10	-	-
\$	17	\$ 17	\$ 17	\$ 17	-	-
\$	11	\$ 11	\$ 11	\$ 11	-	-
\$	10	\$ 15	\$ 15	\$ 15	5	5
\$	42	\$ 63	\$ 63	\$ 63	21	21
\$	7	\$ 7	\$ 7	\$ 7	-	-
\$	-	\$ 20	\$ 20	\$ 20	20	20
\$	28	\$ 56	\$ 56	\$ 84	\$ 56	\$ 56
\$	100	\$ 100	\$ 100	\$ 100	-	-
\$	100	\$ 144	\$ 144	\$ 144	44	44
\$	4,388	\$ 4,388	\$ 4,388	\$ 4,388	-	-
\$	60	\$ 80	\$ 80	\$ 80	20	20
\$	20	\$ 20	\$ 20	\$ 20	-	-
\$	14	\$ 29	\$ 29	\$ 29	29	29
\$	50	\$ 50	\$ 70	\$ 70	70	20
\$	10	\$ 10	\$ 10	\$ 10	10	-
\$	10	\$ 15	\$ 15	\$ 15	5	5
\$	20	\$ 20	\$ 20	\$ 20	-	-
\$	25	\$ 25	\$ 25	\$ 25	25	-
\$	30	\$ 40	\$ 50	\$ 60	40	30
\$	4	\$ 8	\$ 8	\$ 8	4	4
\$	100	\$ 100	\$ 100	\$ 100	-	-
\$	30	\$ 30	\$ 30	\$ 30	-	-
\$	-	\$ -	\$ -	\$ 102	102	102
\$	5,186	\$ 6,258	\$ 6,288	\$ 6,428	\$ 3,161	\$ 3,056
\$	-	\$ -	\$ -	\$ -	\$ -	\$ -
\$	133	\$ 140	\$ 147	\$ 153	\$ 153	\$ 153
\$	55	\$ 55	\$ 55	\$ 110	\$ 110	\$ 110
\$	1,050	\$ 1,100	\$ 1,150	\$ 1,200	\$ 1,200	\$ 1,200
\$	880	\$ 900	\$ 920	\$ 940	\$ 80	\$ 60
\$	2,118	\$ 2,195	\$ 2,271	\$ 2,403	\$ 1,943	\$ 1,923

	12	13	14	15	16	17
Year 12	Year 13	Year 14	Year 15	Year 16	Year 17	
\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400
\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200
\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200
\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400
\$ 7,506	\$ 7,404	\$ 7,302	\$ 7,200	\$ 7,200	\$ 7,200	\$ 7,200
\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000
\$ 4,102	\$ 4,102	\$ 4,102	\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000
\$ 7,404	\$ 7,302	\$ 7,200	\$ 7,200	\$ 7,200	\$ 7,200	\$ 7,200
\$ 4,745	\$ 4,387	\$ 4,078	\$ 3,820	\$ 3,667	\$ 3,640	\$ 3,640
\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000
\$ 2,358	\$ 2,308	\$ 2,258	\$ 2,153	\$ 2,027	\$ 2,020	\$ 2,020
\$ 4,387	\$ 4,078	\$ 3,820	\$ 3,667	\$ 3,640	\$ 3,620	\$ 3,620
\$ 6,660	\$ 6,610	\$ 6,560	\$ 6,353	\$ 6,227	\$ 6,220	\$ 6,220
\$ 6,200	\$ 6,200	\$ 6,200	\$ 6,200	\$ 6,200	\$ 6,200	\$ 6,200
\$ 12,191	\$ 11,780	\$ 11,420	\$ 11,267	\$ 11,240	\$ 11,220	\$ 11,220

8

9

10

11

12

13

	Annual depreciatio n - Yr 8	Annual depreciatio n - Yr 9	Annual depreciatio n - Yr 10	Annual depreciatio n - Yr 11	Annual depreciatio n - Yr 12	Annual depreciatio n - Yr 13	
\$	-	\$	-	\$	-	\$	-
\$	-	\$	-	\$	-	\$	-
\$	80	\$	120	\$	160	\$	200
\$	1,000	\$	1,000	\$	1,000	\$	-
\$	-	\$	-	\$	-	\$	-
\$	-	\$	-	\$	-	\$	-
\$	-	\$	-	\$	-	\$	-
\$	-	\$	-	\$	-	\$	-
\$	-	\$	-	\$	-	\$	-
\$	-	\$	-	\$	-	\$	-
\$	-	\$	-	\$	-	\$	-
\$	-	\$	-	\$	-	\$	-
\$	-	\$	-	\$	-	\$	-
\$	28	\$	28	\$	-	\$	-
\$	-	\$	-	\$	-	\$	-
\$	-	\$	-	\$	-	\$	-
\$	-	\$	-	\$	-	\$	-
\$	-	\$	-	\$	-	\$	-
\$	14	\$	14	\$	-	\$	-
\$	20	\$	-	\$	-	\$	-
\$	-	\$	-	\$	-	\$	-
\$	-	\$	-	\$	-	\$	-
\$	-	\$	-	\$	-	\$	-
\$	20	\$	10	\$	-	\$	-
\$	-	\$	-	\$	-	\$	-
\$	-	\$	-	\$	-	\$	-
\$	102	\$	102	\$	102	\$	102
\$	2,784	\$	3,554	\$	4,302	\$	4,102
\$	153	\$	153	\$	153	\$	153
\$	110	\$	110	\$	55	\$	55
\$	1,200	\$	1,200	\$	200	\$	150
\$	40	\$	20	\$	-	\$	-
\$	2,303	\$	2,683	\$	3,063	\$	2,408
\$	153	\$	153	\$	153	\$	153
\$	110	\$	110	\$	55	\$	55
\$	1,200	\$	1,200	\$	200	\$	150
\$	40	\$	20	\$	-	\$	-
\$	2,303	\$	2,683	\$	3,063	\$	2,408

	18	19	20
	Year 18	Year 19	Year 20
\$	400	\$ 400	\$ 400
\$	200	\$ 200	\$ 200
\$	200	\$ 200	\$ 200
\$	400	\$ 400	\$ 400
\$	7,200	\$ 7,200	\$ 7,200
\$	4,000	\$ 4,000	\$ 4,000
\$	4,000	\$ 4,000	\$ 4,000
\$	7,200	\$ 7,200	\$ 7,200
\$	3,620	\$ 3,607	\$ 3,600
\$	2,000	\$ 2,000	\$ 2,000
\$	2,013	\$ 2,007	\$ 2,000
\$	3,607	\$ 3,600	\$ 3,600
\$	6,213	\$ 6,207	\$ 6,200
\$	6,200	\$ 6,200	\$ 6,200
\$	11,207	\$ 11,200	\$ 11,200

14

15

16

17

18

19

Annual depreciatio n - Yr 14	Annual depreciatio n - Yr 15	Annual depreciatio n - Yr 16	Annual depreciatio n - Yr 17	Annual depreciatio n - Yr 18	Annual depreciatio n - Yr 19
\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200
\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
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\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
\$ 102	\$ -	\$ -	\$ -	\$ -	\$ -
\$ 4,102	\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000
\$ 153	\$ 153	\$ 27	\$ 20	\$ 13	\$ 7
\$ 55	\$ -	\$ -	\$ -	\$ -	\$ -
\$ 50	\$ -	\$ -	\$ -	\$ -	\$ -
\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
\$ 2,258	\$ 2,153	\$ 2,027	\$ 2,020	\$ 2,013	\$ 2,007

Annual depreciation - Yr 20	Notes
\$ -	Sourced from SF Craigslist. Salvage value \$100 after 5 yrs.
\$ -	Sourced from SF Craigslist. No salvage value.
\$ 200	
\$ -	Sourced from Lively'Hood Implementation plan. Salvage value \$2,500 after 5 yrs.
\$ -	Sourced from SF Craigslist. Salvage value \$20 after 5 yrs.
\$ -	Sourced from SF Craigslist. Salvage value \$20 after 5 yrs.
\$ -	Sourced from SF Craigslist.
\$ -	
\$ -	Sourced from http://www.hobbyfarms.com/farm-equipment-and-tools/tools-equipment-149
\$ -	
\$ -	
\$ -	No salvage value.
\$ -	
\$ -	
\$ -	
\$ -	
\$ -	
\$ -	No salvage value.
\$ -	No salvage value.
\$ -	Rainwater catchment takes advantage of the SF PUC subsidy: http://sfwater.org/detail.cfm
\$ -	Assume \$5/sq.ft. for hydroponics system. Assume no salvaged value after 5 yrs. Referenc
\$ -	\$100 salvage value after 5 yrs.
\$ -	\$20 salvage value after 5 yrs.
\$ -	\$20 salvage value after 5 yrs.
\$ -	\$75 salvage value after 5 yrs.
\$ -	
\$ -	
\$ -	\$25 salvage value after 5 yrs.
\$ -	\$40 salvage value after 5 yrs.
\$ -	No salvage value.
\$ -	
\$ -	Sourced from http://thegreenlifefarm.com/2011/01/04/how-to-cheaply-start-using-solar-po
\$ -	Possibly available for rent through a city agency.
\$ -	Composting toilet components include a shed, two 55 gal. barrels at \$60/ea., \$50 crating f
\$ 4,000	
\$ -	Sourced from http://www.homesteadingtoday.com/showthread.php?t=303121 . No salvage
\$ -	No salvage value.
\$ -	Assume \$5/sq.ft for greenhouse construction cost for 1000 sq.ft. greenhouse. Assume gre
\$ -	Assume \$1/linear board ft. of salvaged wood perimeter, including rebar, nails, etc. Assum
\$ 2,000	

95.aspx., <http://www.littlecitygardens.com/wish-list/>.

17/MC_ID/14/MSC_ID/361/MTO_ID/559/C_ID/5236. \$400 salvage value after 5 yrs.
Referenced from: <http://aggie-horticulture.tamu.edu/greenhouse/hydroponics/economics.html>

Refer. \$200 salvage value after 5 yrs.

See, \$100 shipping (http://www.sunfrost.com/composting_toilets.html). No salvage value.

Refer. value.

Greenhouse has no salvaged value after 5 years. Referenced from: <http://www.scribd.com/doc/49262/A-lowcost-greenhouse>
The materials have no salvaged value after 5 years. Referenced from: <http://thereusepeople.org/Deconstructive>

it-energy-efficient-greenhouse-construction-manual
in

Additional Revenue & COGS Detail>>



Loan Amortization Schedule

Year 0 Loan

		Loan summary	
Loan amount	\$ 10,000.00	Scheduled payment	
Annual interest rate	14.43 %	Scheduled number of payments	
Loan period in years	5	Actual number of payments	
Number of payments per year	1		
Year of Loan	0	Total interest	

PmtNo.	Payment Year	Beginning Balance	Scheduled Payment	Total Payment	Principal
1	1	\$ 10,000.00	\$2,943.00	\$2,943.00	\$1,500.00
2	2	8,500.00	\$2,943.00	\$2,943.00	\$1,716.45
3	3	6,783.56	\$2,943.00	\$2,943.00	\$1,964.13
4	4	4,819.43	\$2,943.00	\$2,943.00	\$2,247.55
5	5	2,571.88	\$2,943.00	\$2,943.00	\$2,571.88
6	6	0.00	\$0.00	\$0.00	\$0.00
7	7	0.00	\$0.00	\$0.00	\$0.00
8	8	0.00	\$0.00	\$0.00	\$0.00
9	9	0.00	\$0.00	\$0.00	\$0.00
10	10	0.00	\$0.00	\$0.00	\$0.00
11	11	0.00	\$0.00	\$0.00	\$0.00
12	12	0.00	\$0.00	\$0.00	\$0.00
13	13	0.00	\$0.00	\$0.00	\$0.00
14	14	0.00	\$0.00	\$0.00	\$0.00
15	15	0.00	\$0.00	\$0.00	\$0.00
16	16	0.00	\$0.00	\$0.00	\$0.00
17	17	0.00	\$0.00	\$0.00	\$0.00
18	18	0.00	\$0.00	\$0.00	\$0.00
19	19	0.00	\$0.00	\$0.00	\$0.00
20	20	0.00	\$0.00	\$0.00	\$0.00

Year 1 Loan

		Loan summary	
Loan amount	\$ 19,090.91	Scheduled payment	
Annual interest rate	14.43 %	Scheduled number of payments	
Loan period in years	5	Actual number of payments	
Number of payments per year	1	Total early payments	
Year of Loan	1	Total interest	

PmtNo.	Payment Year	Beginning Balance	Scheduled Payment	Total Payment	Principal
1	2	\$ 19,090.91	\$5,618.45	\$5,618.45	\$2,863.63
2	3	16,227.28	\$5,618.45	\$5,618.45	\$3,276.85
3	4	12,950.43	\$5,618.45	\$5,618.45	\$3,749.70
4	5	9,200.73	\$5,618.45	\$5,618.45	\$4,290.78
5	6	4,909.94	\$5,618.45	\$5,618.45	\$4,909.94
6	7	0.00	\$0.00	\$0.00	\$0.00
7	8	0.00	\$0.00	\$0.00	\$0.00
8	9	0.00	\$0.00	\$0.00	\$0.00
9	10	0.00	\$0.00	\$0.00	\$0.00
10	11	0.00	\$0.00	\$0.00	\$0.00
11	12	0.00	\$0.00	\$0.00	\$0.00
12	13	0.00	\$0.00	\$0.00	\$0.00
13	14	0.00	\$0.00	\$0.00	\$0.00
14	15	0.00	\$0.00	\$0.00	\$0.00
15	16	0.00	\$0.00	\$0.00	\$0.00
16	17	0.00	\$0.00	\$0.00	\$0.00
17	18	0.00	\$0.00	\$0.00	\$0.00
18	19	0.00	\$0.00	\$0.00	\$0.00
19	20	0.00	\$0.00	\$0.00	\$0.00

Year 2 Loan

		Loan summary
Loan amount	\$ 634.20	Scheduled payment
Annual interest rate	14.43 %	Scheduled number of payments
Loan period in years	5	Actual number of payments
Number of payments per year	1	Total early payments
Year of Loan	2	Total interest

PmtNo.	Payment Year	Beginning Balance	Scheduled Payment	Total Payment	Principal
1	3	\$ 634.20	\$186.65	\$186.65	\$95.13
2	4	539.07	\$186.65	\$186.65	\$108.86
3	5	430.21	\$186.65	\$186.65	\$124.57
4	6	305.65	\$186.65	\$186.65	\$142.54
5	7	163.11	\$186.65	\$186.65	\$163.11
6	8	0.00	\$0.00	\$0.00	\$0.00
7	9	0.00	\$0.00	\$0.00	\$0.00
8	10	0.00	\$0.00	\$0.00	\$0.00
9	11	0.00	\$0.00	\$0.00	\$0.00

10	12	0.00	\$0.00	\$0.00	\$0.00
11	13	0.00	\$0.00	\$0.00	\$0.00
12	14	0.00	\$0.00	\$0.00	\$0.00
13	15	0.00	\$0.00	\$0.00	\$0.00
14	16	0.00	\$0.00	\$0.00	\$0.00
15	17	0.00	\$0.00	\$0.00	\$0.00
16	18	0.00	\$0.00	\$0.00	\$0.00
17	19	0.00	\$0.00	\$0.00	\$0.00
18	20	0.00	\$0.00	\$0.00	\$0.00

Year 3 Loan

		Loan summary	
Loan amount	\$ -	Scheduled payment	
Annual interest rate	14.43 %	Scheduled number of payments	
Loan period in years	5	Actual number of payments	
Number of payments per year	1	Total early payments	
Year of Loan	3	Total interest	

PmtNo.	Payment Year	Beginning Balance	Scheduled Payment	Total Payment	Principal
1	4	\$ -	\$0.00	\$0.00	\$0.00
2	5	0.00	\$0.00	\$0.00	\$0.00
3	6	0.00	\$0.00	\$0.00	\$0.00
4	7	0.00	\$0.00	\$0.00	\$0.00
5	8	0.00	\$0.00	\$0.00	\$0.00
6	9	0.00	\$0.00	\$0.00	\$0.00
7	10	0.00	\$0.00	\$0.00	\$0.00
8	11	0.00	\$0.00	\$0.00	\$0.00
9	12	0.00	\$0.00	\$0.00	\$0.00
10	13	0.00	\$0.00	\$0.00	\$0.00
11	14	0.00	\$0.00	\$0.00	\$0.00
12	15	0.00	\$0.00	\$0.00	\$0.00
13	16	0.00	\$0.00	\$0.00	\$0.00
14	17	0.00	\$0.00	\$0.00	\$0.00
15	18	0.00	\$0.00	\$0.00	\$0.00
16	19	0.00	\$0.00	\$0.00	\$0.00
17	20	0.00	\$0.00	\$0.00	\$0.00

Year 4 Loan

		Loan summary	
Loan amount	\$ -	Scheduled payment	
Annual interest rate	14.43 %	Scheduled number of payments	
Loan period in years	5	Actual number of payments	

Number of payments per year	1	Total early payments
Year of Loan	4	Total interest

PmtNo.	Payment Year	Beginning Balance	Scheduled Payment	Total Payment	Principal
1	5	\$ -	\$0.00	\$0.00	\$0.00
2	6	0.00	\$0.00	\$0.00	\$0.00
3	7	0.00	\$0.00	\$0.00	\$0.00
4	8	0.00	\$0.00	\$0.00	\$0.00
5	9	0.00	\$0.00	\$0.00	\$0.00
6	10	0.00	\$0.00	\$0.00	\$0.00
7	11	0.00	\$0.00	\$0.00	\$0.00
8	12	0.00	\$0.00	\$0.00	\$0.00
9	13	0.00	\$0.00	\$0.00	\$0.00
10	14	0.00	\$0.00	\$0.00	\$0.00
11	15	0.00	\$0.00	\$0.00	\$0.00
12	16	0.00	\$0.00	\$0.00	\$0.00
13	17	0.00	\$0.00	\$0.00	\$0.00
14	18	0.00	\$0.00	\$0.00	\$0.00
15	19	0.00	\$0.00	\$0.00	\$0.00
16	20	0.00	\$0.00	\$0.00	\$0.00

Year 5 Loan

		Loan summary
Loan amount	\$ -	Scheduled payment
Annual interest rate	14.43 %	Scheduled number of payments
Loan period in years	5	Actual number of payments
Number of payments per year	1	Total early payments
Year of Loan	5	Total interest

PmtNo.	Payment Year	Beginning Balance	Scheduled Payment	Total Payment	Principal
1	6	\$ -	\$0.00	\$0.00	\$0.00
2	7	0.00	\$0.00	\$0.00	\$0.00
3	8	0.00	\$0.00	\$0.00	\$0.00
4	9	0.00	\$0.00	\$0.00	\$0.00
5	10	0.00	\$0.00	\$0.00	\$0.00
6	11	0.00	\$0.00	\$0.00	\$0.00
7	12	0.00	\$0.00	\$0.00	\$0.00

8	13	0.00	\$0.00	\$0.00	\$0.00
9	14	0.00	\$0.00	\$0.00	\$0.00
10	15	0.00	\$0.00	\$0.00	\$0.00
11	16	0.00	\$0.00	\$0.00	\$0.00
12	17	0.00	\$0.00	\$0.00	\$0.00
13	18	0.00	\$0.00	\$0.00	\$0.00
14	19	0.00	\$0.00	\$0.00	\$0.00
15	20	0.00	\$0.00	\$0.00	\$0.00

Year 6 Loan

		Loan summary	
Loan amount	\$ -	Scheduled payment	
Annual interest rate	14.43 %	Scheduled number of payments	
Loan period in years	5	Actual number of payments	
Number of payments per year	1	Total early payments	
Year of Loan	6	Total interest	

PmtNo.	Payment Year	Beginning Balance	Scheduled Payment	Total Payment	Principal
1	7	\$ -	\$0.00	\$0.00	\$0.00
2	8	0.00	\$0.00	\$0.00	\$0.00
3	9	0.00	\$0.00	\$0.00	\$0.00
4	10	0.00	\$0.00	\$0.00	\$0.00
5	11	0.00	\$0.00	\$0.00	\$0.00
6	12	0.00	\$0.00	\$0.00	\$0.00
7	13	0.00	\$0.00	\$0.00	\$0.00
8	14	0.00	\$0.00	\$0.00	\$0.00
9	15	0.00	\$0.00	\$0.00	\$0.00
10	16	0.00	\$0.00	\$0.00	\$0.00
11	17	0.00	\$0.00	\$0.00	\$0.00
12	18	0.00	\$0.00	\$0.00	\$0.00
13	19	0.00	\$0.00	\$0.00	\$0.00
14	20	0.00	\$0.00	\$0.00	\$0.00

Year 7 Loan

		Loan summary	
Loan amount	\$ -	Scheduled payment	
Annual interest rate	14.43 %	Scheduled number of payments	
Loan period in years	5	Actual number of payments	
Number of payments per year	1	Total early payments	
Year of Loan	7	Total interest	

PmtNo.	Payment Year	Beginning Balance	Scheduled Payment	Total Payment	Principal
1	8	\$ -	\$0.00	\$0.00	\$0.00
2	9	0.00	\$0.00	\$0.00	\$0.00
3	10	0.00	\$0.00	\$0.00	\$0.00
4	11	0.00	\$0.00	\$0.00	\$0.00
5	12	0.00	\$0.00	\$0.00	\$0.00
6	13	0.00	\$0.00	\$0.00	\$0.00
7	14	0.00	\$0.00	\$0.00	\$0.00
8	15	0.00	\$0.00	\$0.00	\$0.00
9	16	0.00	\$0.00	\$0.00	\$0.00
10	17	0.00	\$0.00	\$0.00	\$0.00
11	18	0.00	\$0.00	\$0.00	\$0.00
12	19	0.00	\$0.00	\$0.00	\$0.00
13	20	0.00	\$0.00	\$0.00	\$0.00

Year 8 Loan

		Loan summary
Loan amount	\$ -	Scheduled payment
Annual interest rate	14.43 %	Scheduled number of payments
Loan period in years	5	Actual number of payments
Number of payments per year	1	Total early payments
Year of Loan	8	Total interest

PmtNo.	Payment Year	Beginning Balance	Scheduled Payment	Total Payment	Principal
1	9	\$ -	\$0.00	\$0.00	\$0.00
2	10	0.00	\$0.00	\$0.00	\$0.00
3	11	0.00	\$0.00	\$0.00	\$0.00
4	12	0.00	\$0.00	\$0.00	\$0.00
5	13	0.00	\$0.00	\$0.00	\$0.00
6	14	0.00	\$0.00	\$0.00	\$0.00
7	15	0.00	\$0.00	\$0.00	\$0.00
8	16	0.00	\$0.00	\$0.00	\$0.00
9	17	0.00	\$0.00	\$0.00	\$0.00
10	18	0.00	\$0.00	\$0.00	\$0.00
11	19	0.00	\$0.00	\$0.00	\$0.00
12	20	0.00	\$0.00	\$0.00	\$0.00

Year 9 Loan

		Loan summary	
Loan amount	\$	0.00	Scheduled payment
Annual interest rate		14.43 %	Scheduled number of payments
Loan period in years		5	Actual number of payments
Number of payments per year		1	Total early payments
Year of Loan		9	Total interest

PmtNo.	Payment Year	Beginning Balance	Scheduled Payment	Total Payment	Principal
1	10	\$ 0.00	\$0.00	\$0.00	\$0.00
2	11	0.00	\$0.00	\$0.00	\$0.00
3	12	0.00	\$0.00	\$0.00	\$0.00
4	13	0.00	\$0.00	\$0.00	\$0.00
5	14	0.00	\$0.00	\$0.00	\$0.00
6	15	0.00	\$0.00	\$0.00	\$0.00
7	16	0.00	\$0.00	\$0.00	\$0.00
8	17	0.00	\$0.00	\$0.00	\$0.00
9	18	0.00	\$0.00	\$0.00	\$0.00
10	19	0.00	\$0.00	\$0.00	\$0.00
11	20	0.00	\$0.00	\$0.00	\$0.00

Year 10 Loan

		Loan summary	
Loan amount	\$	-	Scheduled payment
Annual interest rate		14.43 %	Scheduled number of payments
Loan period in years		5	Actual number of payments
Number of payments per year		1	Total early payments
Year of Loan		10	Total interest

PmtNo.	Payment Year	Beginning Balance	Scheduled Payment	Total Payment	Principal
1	11	\$ -	\$0.00	\$0.00	\$0.00
2	12	0.00	\$0.00	\$0.00	\$0.00
3	13	0.00	\$0.00	\$0.00	\$0.00
4	14	0.00	\$0.00	\$0.00	\$0.00
5	15	0.00	\$0.00	\$0.00	\$0.00
6	16	0.00	\$0.00	\$0.00	\$0.00
7	17	0.00	\$0.00	\$0.00	\$0.00
8	18	0.00	\$0.00	\$0.00	\$0.00
9	19	0.00	\$0.00	\$0.00	\$0.00

10

20

0.00

\$0.00

\$0.00

\$0.00

\$2,943.00
5
5
\$ 19,870.43

	Interest	Ending Balance	Cumulative Interest	Cumulative Amortized Principal
\$	1,443.00	\$ 8,500.00	\$ 1,443.00	\$1,500.00
\$	1,226.55	\$ 6,783.56	2,669.55	\$3,216.44
\$	978.87	\$ 4,819.43	3,648.42	\$5,180.57
\$	695.44	\$ 2,571.88	4,343.86	\$7,428.12
\$	371.12	\$ -	4,714.98	\$10,000.00
\$	-	\$ -	4,714.98	\$10,000.00
\$	-	\$ -	4,714.98	\$10,000.00
\$	-	\$ -	4,714.98	\$10,000.00
\$	-	\$ -	4,714.98	\$10,000.00
\$	-	\$ -	4,714.98	\$10,000.00
\$	-	\$ -	4,714.98	\$10,000.00
\$	-	\$ -	4,714.98	\$10,000.00
\$	-	\$ -	4,714.98	\$10,000.00
\$	-	\$ -	4,714.98	\$10,000.00
\$	-	\$ -	4,714.98	\$10,000.00
\$	-	\$ -	4,714.98	\$10,000.00
\$	-	\$ -	4,714.98	\$10,000.00
\$	-	\$ -	4,714.98	\$10,000.00
\$	-	\$ -	4,714.98	\$10,000.00
\$	-	\$ -	4,714.98	\$10,000.00
\$	-	\$ -	4,714.98	\$10,000.00
\$	-	\$ -	4,714.98	\$10,000.00
\$	-	\$ -	4,714.98	\$10,000.00

\$5,618.45
5
5
\$ 9,527.00

	Interest	Ending Balance	Cumulative Interest	Cumulative Amortized Principal
\$	2,754.82	\$ 16,227.28	\$ 2,754.82	\$2,863.63
\$	2,341.60	\$ 12,950.43	\$ 5,096.42	\$6,140.48
\$	1,868.75	\$ 9,200.73	\$ 6,965.16	\$9,890.18
\$	1,327.66	\$ 4,909.94	\$ 8,292.83	\$14,180.97
\$	708.50	\$ -	\$ 9,001.33	\$19,090.91
\$	-	\$ -	\$ 9,001.33	\$19,090.91
\$	-	\$ -	\$ 9,001.33	\$19,090.91
\$	-	\$ -	\$ 9,001.33	\$19,090.91
\$	-	\$ -	\$ 9,001.33	\$19,090.91
\$	-	\$ -	\$ 9,001.33	\$19,090.91
\$	-	\$ -	\$ 9,001.33	\$19,090.91
\$	-	\$ -	\$ 9,001.33	\$19,090.91
\$	-	\$ -	\$ 9,001.33	\$19,090.91
\$	-	\$ -	\$ 9,001.33	\$19,090.91
\$	-	\$ -	\$ 9,001.33	\$19,090.91
\$	-	\$ -	\$ 9,001.33	\$19,090.91
\$	-	\$ -	\$ 9,001.33	\$19,090.91
\$	-	\$ -	\$ 9,001.33	\$19,090.91
\$	-	\$ -	\$ 9,001.33	\$19,090.91
\$	-	\$ -	\$ 9,001.33	\$19,090.91

\$186.65	
5	
5	
\$ 329.02	

	Interest	Ending Balance	Cumulative Interest	Cumulative Amortized Principal
\$	91.52	\$ 539.07	\$ 91.52	\$95.13
\$	77.79	\$ 430.21	\$ 169.30	\$203.99
\$	62.08	\$ 305.65	\$ 231.38	\$328.55
\$	44.11	\$ 163.11	\$ 275.49	\$471.09
\$	23.54	\$ -	\$ 299.02	\$634.20
\$	-	\$ -	\$ 299.02	\$634.20
\$	-	\$ -	\$ 299.02	\$634.20
\$	-	\$ -	\$ 299.02	\$634.20
\$	-	\$ -	\$ 299.02	\$634.20

\$	-	\$	-	\$	299.02	\$634.20
\$	-	\$	-	\$	299.02	\$634.20
\$	-	\$	-	\$	299.02	\$634.20
\$	-	\$	-	\$	299.02	\$634.20
\$	-	\$	-	\$	299.02	\$634.20
\$	-	\$	-	\$	299.02	\$634.20
\$	-	\$	-	\$	299.02	\$634.20
\$	-	\$	-	\$	299.02	\$634.20
\$	-	\$	-	\$	299.02	\$634.20

\$0.00
5
5
\$ 20.00

	Interest	Ending Balance	Cumulative Interest	Cumulative Amortized Principal
\$	-	\$	-	\$0.00
\$	-	\$	-	\$0.00
\$	-	\$	-	\$0.00
\$	-	\$	-	\$0.00
\$	-	\$	-	\$0.00
\$	-	\$	-	\$0.00
\$	-	\$	-	\$0.00
\$	-	\$	-	\$0.00
\$	-	\$	-	\$0.00
\$	-	\$	-	\$0.00
\$	-	\$	-	\$0.00
\$	-	\$	-	\$0.00
\$	-	\$	-	\$0.00
\$	-	\$	-	\$0.00
\$	-	\$	-	\$0.00
\$	-	\$	-	\$0.00
\$	-	\$	-	\$0.00
\$	-	\$	-	\$0.00
\$	-	\$	-	\$0.00
\$	-	\$	-	\$0.00
\$	-	\$	-	\$0.00

\$0.00
5
5

\$	-	\$	-	\$	-	\$0.00
\$	-	\$	-	\$	-	\$0.00
\$	-	\$	-	\$	-	\$0.00
\$	-	\$	-	\$	-	\$0.00
\$	-	\$	-	\$	-	\$0.00
\$	-	\$	-	\$	-	\$0.00
\$	-	\$	-	\$	-	\$0.00
\$	-	\$	-	\$	-	\$0.00

\$0.00
5
5
\$ -

	Interest	Ending Balance	Cumulative Interest	Cumulative Amortized Principal
\$	-	\$	-	\$0.00
\$	-	\$	-	\$0.00
\$	-	\$	-	\$0.00
\$	-	\$	-	\$0.00
\$	-	\$	-	\$0.00
\$	-	\$	-	\$0.00
\$	-	\$	-	\$0.00
\$	-	\$	-	\$0.00
\$	-	\$	-	\$0.00
\$	-	\$	-	\$0.00
\$	-	\$	-	\$0.00
\$	-	\$	-	\$0.00
\$	-	\$	-	\$0.00

\$0.00
5
5
\$ -

\$ - \$ - \$ - \$0.00

Cost of Capital

Weighted Average Cost of Capital (WACC)

Source	Amount	% of Total	Expected Return	Equity or Debt?	Tax Adjusted Rate
Social venture capital	\$ 30,000	75.0%	17.5%	Equity	17.5%
Credit cards	\$ 10,000	25.0%	14.4%	Debt	9.4%
Total	\$ 40,000			WACC	15.4%
<i>Peer to peer gifting</i>	\$ 25,000	n/a	4.0%	Neither	4.0% <i>Not included in WACC</i>

Comparative Public Companies

Symbol	Betas
Chiquita Brands International, Inc. (CQB)	2.04
Dole Food Company, Inc. (DOLE)	(N/A)
Calavo Growers, Inc. (CVGW)	0.80
Fresh Del Monte Produce, Inc. (FDP)	0.50
Average	1.11

Source: Google Finance (<http://www.google.com/finance>)

Capital Asset Pricing Model (CAPM)

	Cost of Capital	Beta
Current equity financing	17.5%	2.08
Public company equity financing	11.0%	1.11

Assumptions

Corporate Tax Rate	35%
Risk Free Rate	3.5%
Market Rate	10.2%
Market Risk Premium	6.7%

Notes

CAPM (capital asset pricing model)

$$r = r_f + (\text{beta} * (r_m - r_f))$$

r = risk

r_f = riskfree (usually t-bill)

r_m = market risk

- Captured as *unearned revenue*

0.0%	0	3
8.0%	400	3
2.0%	100	3
2.0%	100	3
2.0%	100	3
0.0%	0	3
0.0%	0	3
0.0%	0	3

NOT CURRENTLY USED

Spacing "	Feet / row per acre	Spacing " Conversion to Jeavons @ 75%
Traditional		
	12	43,560
	16	32,670
	18	29,040
	20	26,136
	24	21,780
	28	18,669
	30	17,424
	32	16,335
	36	14,520
	40	13,068
	42	12,446
	48	10,890
	60	8,712
	72	7,260

<http://www.johnnyseeds.com/>

<http://www.johnnyseeds.com/assets/information/2010VegetableCharts.pdf>

<http://www.seedsofchange.com/>

http://www.seedsofchange.com/SOC_Catalog_2010_Full_Min.pdf

culations

(input based on crop selection under traditional)

(based on availability)

Vegetable	Source: Johnny	Source: Seeds of Char	Source: Johnny	
	Avg Seeds Needed Per 100' Row	Between Row Planting Distance"	Avg Yield per 100' Row (lbs)	100' Row
Beans, bush	800	18	80	
Beans, pole	400	36	150	
Beans, lima	400	18	12	
Beans, shell American	800	18	8	
Beans, shell French	800	18	8	
Beans, soy	800	18	20	12
Beets	1285	12	100	40
Broccoli	170	24	75	
Brussels sprout	200	24	60	
Burdock	800	18	60	
Cabbage	200	24	150	60
Cabbage, Chinese	300	18	150	60
Carrot	3000	18	100	
Cauliflower	200	30	90	60
Celeriac		24	60	
Celery		24	100	
Corn, sweet	200	30	20	8
Corn, ornamental	400	30	20	12
Cucumber	600	48	120	
Eggplant		36	75	
Endive	600	12	20	80
Greens, Mustard	1500	12	100	
Kale/Collard	450	24	75	
Kohlrabi	1500	18	50	
Leeks	600	12	112.5	150
Lettuce (full size heads)	600	18	50	100
Melons	200	60	200	100
Onions, bulbing	2000	12	100	
Onions, bunching	5000	12	100	
Parsnips	1400	12	75	
Peas, fresh	2600	18	20	
Pepper		24	50	
Pumpkin	135	72	300	
Radish	3580	12	100	100
Radish, Daikon	600	12	200	200
Rutabaga	1200	18	150	
Salsify	1500	12	60	

Spinach	1000	12	40	
Tomato		36	150	
Zucchini	300	60	200	
Yellow Summer	300	60	200	
Patty Pan	300	60	200	
Squash, Winter	200	72	200	
Turnip	2500	12	50	100
Watermelon	200	60	280	70

Feet / row per acre	
	58,080
	43,560
	38,720
	34,848
	29,040
	24,891
	23,232
	21,780
	19,360
	17,424
	16,594
	14,520
	11,616
	9,680

Other unit	Days set to Mature		Est. Gross Margins			Est Yield	
	Min	Max	Low	Avg	High	Lbs	Other
			45%	65%	75%	0	n/a
			45%	65%	75%	0	n/a
			45%	65%	75%	0	n/a
			45%	65%	75%	0	n/a
			45%	65%	75%	0	n/a
lbs dry			45%	65%	75%	0	0
greens	35	45	45%	65%	75%	1,999	800
	45	75	45%	65%	75%	1,199	n/a
	100	110	45%	65%	75%	0	n/a
			45%	65%	75%	0	n/a
heads	50	150	45%	65%	75%	2,999	1,199
head			45%	65%	75%	0	0
			45%	65%	75%	1,499	n/a
heads	45	80	45%	65%	75%	720	480
	100	120	45%	65%	75%	0	n/a
	75	90	45%	65%	75%	0	n/a
dozen ears			45%	65%	75%	0	0
lbs dry			45%	65%	75%	0	0
			45%	65%	75%	720	n/a
	50	75	45%	65%	75%	0	n/a
heads			45%	65%	75%	500	1,999
			45%	65%	75%	2,499	n/a
	40	50	45%	65%	75%	3,748	n/a
	30	40	45%	65%	75%	0	n/a
stalks	75	100	45%	65%	75%	0	0
heads	35	65	45%	65%	75%	0	0
fruits	70	85	45%	65%	75%	0	0
	75	100	45%	65%	75%	0	n/a
			45%	65%	75%	0	n/a
			45%	65%	75%	0	n/a
			45%	65%	75%	0	n/a
	50	70	45%	65%	75%	0	n/a
			45%	65%	75%	0	n/a
bunches			45%	65%	75%	0	0
roots			45%	65%	75%	0	0
			45%	65%	75%	0	n/a
			45%	65%	75%	0	n/a

			45%	65%	75%	0 n/a	
	50	85	45%	65%	75%	1,799 n/a	
			45%	65%	75%	600 n/a	
			45%	65%	75%	600 n/a	
			45%	65%	75%	600 n/a	
			45%	65%	75%	0 n/a	
lbs greens			45%	65%	75%	0	0
fruits	70	85	45%	65%	75%	0	0

\$ 2.00	\$ -	\$ -	\$ -	\$ -
\$ 6.00	\$ 9,783	\$ 4,402	\$ 6,359	\$ 7,337
\$ 2.39	\$ 1,299	\$ 585	\$ 844	\$ 974
\$ 2.39	\$ 1,299	\$ 585	\$ 844	\$ 974
\$ 2.00	\$ 1,087	\$ 489	\$ 707	\$ 815
\$ 1.00	\$ -	\$ -	\$ -	\$ -
\$ 2.00	\$ -	\$ -	\$ -	\$ -
\$ 2.00	\$ -	\$ -	\$ -	\$ -
	<hr/>	<hr/>	<hr/>	<hr/>
	\$ 64,669	\$ 29,101	\$ 42,035	\$ 48,501

Hydroponics Revenue & Margin Calculations - Lettuce

Estimated revenues and costs for producing hydroponic lettuce in a 42-head tank using organic fertilizer.

Nutrient tanks, 3 feet wide by 8 feet long by 5.5 inches deep

Crop grows in 3-5 weeks; approximately 10 crops per year, 2 stacks possible

	<u>Average Yield</u>	<u>Units</u>	<u>Price/Cost</u> <u>per Unit</u>
REVENUE		7 pounds	\$ 10.88
Variable Production Costs			
Lettuce seeds	0.25	grams	\$1.00
Rapid rooter cubes	42	cubes	\$0.28
Organic Fertilizer	42	teaspoons	\$0.11
pH Up	1	teaspoons	\$0.25
Total planting costs			
Irrigation	75	gallons	\$0.003
Other costs not accounting for			n/a
TOTAL VARIABLE COST OF PRODUCTION		7 pounds	\$3.15

Gross Margin \$ per square foot planted

Estimated Total Annual Gross Margin per Square foot

Square Footage Planted

Est. Revenue (@100% sold, 0% waste)

Est. Annual Gross Margin

Est. Pounds Produced

10 Crops/season/sqft

0.05 Acre

Cost of capital¹

Total Cost of Capital

24 Square foot \$5.07
2,250.0 Square foot

(1) The bottom of the tanks was constructed with a 3/4-inch thick, 3-foot by 8-foot plywood she
The sidewalls of the tanks were constructed using 2 x 6s, which were screwed to the plywood u
The corners of the sidewall were also connected using 3-inch stainless steel screws.
The tanks were elevated off the ground using 6 x 8 x 16-inch hollow cinderblocks stacked two c
The tanks were lined using two sheets of 6-mil polyethylene plastic.
The plastic sheets were secured using staples after the nutrient solutions were added.

<u>Total</u>	<u>% Gross Rev</u>	
\$76	100.00%	http://www.planetorganics.com/UI/Product.aspx?Id=1823&RootCatego
\$0.25	0.33%	
\$11.72	15.39%	http://www.planetnatural.com/site/order.html?id=tHST4A9K:67.180.50.234
\$4.62	6.07%	Pure Blend Pro produced by Botanicare®, was purchased for \$50.00 per galle
\$0.25	0.33%	Earth Juice Natural pH Up purchased from the same retail operation for \$9.95
\$16.84	22.12%	
\$0.23	0.30%	Confirmed water price is the same as San Francisco (http://www.sfpho
\$5.00	6.57%	
\$22.07	28.99%	

\$2.25

\$22.52

2,250.0

\$ 71,367.19

\$ 50,678.44

6,562.50 \$50,678.44 (Margin \$ Calc Check)

\$121.76

\$11,415.00

et.

using 2-inch stainless steel screws.

cinderblocks high.

oryID=1005&CategoryID=1065&type=

on
s per 2-pound bottle

es.org/water/FactSheets/bottled_water.htm)

Hydroponics Revenue & Margin Calculations - Basil

Basil - Modeled after lettuce

Nutrient tanks, 3 feet wide by 8 feet long by 5.5 inches deep

Crop grows in 4-5 weeks; approx. 8 seasons per year, 2 stacks of hydro possible

	<u>Average Yield</u>	<u>Units</u>	<u>Price/Cost per Unit</u>
REVENUE		12 pounds	\$ 14.68
Variable Production Costs			
Basil seeds	0.25 grams		\$2.00
Rapid rooter cubes	64 cubes		\$0.28
Organic Fertilizer	42 teaspoons		\$0.11
pH Up	1 teaspoons		\$0.25
Total planting costs			
Irrigation	75 gallons		\$0.003
Other costs not accounted for			n/a
TOTAL VARIABLE COST OF PRODUCTION	12 pounds		\$2.37

Gross Margin \$ per square foot per yield

Estimated Total gross margin per square foot

Square Footage Allocated

Est. Revenue

Est. Annual Gross Margin

Est. Pounds Produced

8 Crops/season

0.02 Acre

Cost of capital¹

Total Cost of Capital

24 Square foot

750.0 Square foot

\$5.07

Total	% Gross Rev	
\$176	100.00%	http://grodan101.com/sw58031.php
\$0.50	0.28%	
\$17.86	10.14%	http://www.planetnatural.com/site/order.html?id=tHST4A9K:67.180.50.234
\$4.62	2.62%	Pure Blend Pro produced by Botanicare®, was purchased for \$50.00 per gallon
\$0.25	0.14%	Earth Juice Natural pH Up purchased from the same retail operation for \$9.95
\$23.23	13.18%	
\$0.23	0.13%	Confirmed water price is the same as San Francisco (http://www.sfpuc.org)
\$5.00	2.84%	
\$28.46	16.15%	

\$6.15
 \$49.24
750.0
 \$ 44,043.75
 \$36,929.75
 3,000.00 \$36,929.75

 \$121.76
 \$3,805.00

on
; per 2-pound bottle

es.org/water/FactSheets/bottled_water.htm)

Hydroponics Revenue & Margin Calculations - Watercress (

Watercress - modeled after lettuce

Nutrient tanks, 3 feet wide by 8 feet long by 5.5 inches deep

Crop grows in 4-5 weeks; ok to grow outdoors; approximately 8 seasons per year; 2 rows of hydro poss

	<u>Average Yield</u>	<u>Units</u>	<u>Price/Cost</u>		<u>% Gross Rev</u>
			<u>per Unit</u>	<u>Total</u>	
REVENUE	6.5 pounds		\$ 17.04	\$111	100.00%
Variable Production Costs					
Watercress seeds	0.25 grams		\$1.00	\$0.25	0.23%
Rapid rooter cubes	42 cubes		\$0.28	\$11.72	10.58%
Organic Fertilizer	42 teaspoons		\$0.11	\$4.62	4.17%
pH Up	1 teaspoons		\$0.25	\$0.25	0.23%
Total planting costs				\$16.84	15.20%
Irrigation	75 gallons		\$0.003	\$0.23	0.21%
Other costs not accounted for			n/a	\$5.00	4.51%
TOTAL VARIABLE COST OF PF	6.5 pounds		\$3.40	\$22.07	19.93%

Gross Margin \$ per square foot per yield

\$3.69

Estimated Total gross margin per

8 Crops/season

\$29.56

Square Footage Allocated

0.057 Acre

2,485.0

Est. Revenue

\$ 91,732.74

Est. Annual Gross Margin

\$73,453.08

Est. Pounds Produced

5,384.17

\$73,453.08

Cost of capital¹

24 Square foot

\$5.07

\$121.76

Total Cost of Capital

2,485.0 Square foot

\$12,607.23

(outdoor)

ible

<http://www.greenling.com/categories/5/products/1223>

<http://www.planetnatural.com/site/order.html?id=tHST4A9K:67.180.50.234>

Pure Blend Pro produced by Botanicare®, was purchased for \$50.00 per gallon

Earth Juice Natural pH Up purchased from the same retail operation for \$9.95 per 2-pound bottle

Confirmed water price is the same as San Francisco (<http://www.sfphes.org/water/FactSheets/bottle>)

d_water.htm)

Product Pricing (links to Raised Be

Product

Carrots Rainbow, Nectar, Purple Haze, Atomic Red, White Satin
Broccoli Blue Wind
Lettuce (Sanguine Ameliono, Big Boston, Stunning Red)
Mustard Red Giant, Green Wave
Collards
Kale, Tuscan
Winter Squash Delicata
Thyme
Tarragon
Frisee Endive Keystone
Escarole Natacha
Basil
Beets
Rainbow Chard
Cucumber
Italian parsley
Heirloom Tomatoes
Cauliflower
Zucchini
Cabbage
Mint
Cherry Tomatoes
Watercress

Key Assumptions

consumer to wholesale price
restaurant to wholesale price
1 acre
1 bed
for the purposes of simplication, ignoring seasonality

Notes from Miranda's Book

Snap Beans (Bush)
Snap Beans (Pole)
Bean, scarlet runner
Corn
Cucumbers

pea, bush
pea, pole
pepper, bell
pumpkin
squash, summer
squash, winter
tomato, cherry

tomato, paste
tomato, standard size

Sources

Hudson Farm Dec. 2010 Price List
Planet Organics Website
Notes from Dexter at CUESA

ed - All tab)

Crop Type	Wholesale Price	Per	Consumer Price
Root Vegetable	\$	1.50 bunch	\$ 3.00
Cruciferous	\$	1.50 lb.	\$ 3.00
Lettuce	\$	1.00 head	\$ 2.00
Greens	\$	1.00 bunch	\$ 2.00
Greens	\$	1.00 bunch	\$ 2.00
Greens	\$	1.00 bunch	\$ 2.00
Squash	\$	0.50 lb.	\$ 1.00
Herb	\$	1.50 bunch	\$ 3.00
Herb	\$	1.50 bunch	\$ 3.00
Fancy	\$	3.50 lb.	\$ 7.00
Fancy	\$	2.00 lb.	\$ 4.00
Herb	\$	1.35 bunch	\$ 2.70
Root Vegetable	\$	2.09 bunch	\$ 4.17
Greens	\$	1.66 bunch	\$ 3.32
Cucumber	\$	0.83 bunch	\$ 1.66
Herb	\$	1.30 bunch	\$ 2.60
Tomato	\$	3.00 lb.	\$ 6.00
Cruciferous	\$	2.94 head	\$ 5.87
Squash	\$	1.20 lb.	\$ 2.39
Cruciferous	\$	2.56 head	\$ 5.12
Herb	\$	0.83 bunch	\$ 1.66
Tomato	\$	3.20 container	\$ 6.40
Greens	\$	9.40 lb.	\$ 18.80

2 based on interviews
 1.75 based on interviews
 43,560 square feet
 359 square feet

\

1 bush yields 1/4 lb. every few weeks
 More/longer than bush
 1/2 lb. for two months
 1-2 ears per plant every 2 weeks
 10 to 12 per plant over 2-3 months
 1/8 lb. or less of actual peas per plant, over several weeks
 More/longer than bush
 3-8 per plant, over 3 months. size varies
 1-5 per plant, over 1-2 months
 10-20 per plant over 2-3 months
 2-5 per plant, over 1-2 months
 30 to 100 or more per plant, over 2-3 months

50 to 100 or more per plant over a month or so
10 to 50 or more per plant, over 2 to 3 months

n per lb	Per lb	Restaurant Price	COGS - Seeds Cost (per thousand)	Margin	Area (in squarefeet)
1	\$ 3.00	\$ 2.63	\$ 1.85		
1	\$ 3.00	\$ 2.63	\$ 21.50		
6	\$ 12.00	\$ 1.75	\$ 1.00		10,890
2	\$ 4.00	\$ 1.75	\$ 3.29		
2	\$ 4.00	\$ 1.75	\$ 3.25		
2	\$ 4.00	\$ 1.75	\$ 5.75		4,356
1	\$ 1.00	\$ 0.88	\$ 37.25		
8	\$ 24.00	\$ 2.63	\$ 18.95		
8	\$ 24.00	\$ 2.63	\$ 18.95		
1	\$ 7.00	\$ 6.13	\$ 3.25		
1	\$ 4.00	\$ 3.50	\$ 5.85		
6	\$ 16.20	\$ 2.36	\$ 26.25		4,356
1	\$ 4.17	\$ 3.65	\$ 13.75		4,356
1	\$ 3.32	\$ 2.91	\$ 1.60		4,356
1.5	\$ 2.49	\$ 1.45	\$ 13.00		10,890
8	\$ 20.80	\$ 2.28	\$ 18.00		4,356
1	\$ 6.00	\$ 5.25	\$ 37.50		4,356
0.5	\$ 2.94	\$ 5.14	\$ 28.00		
1	\$ 2.39	\$ 2.09	\$ 28.00		
0.5	\$ 2.56	\$ 4.48	\$ 115.00		
8	\$ 13.28	\$ 1.45	\$ 18.00		
2	\$ 12.80	\$ 5.60	\$ 153.00		10,890
1	\$ 18.80	\$ 16.45			

Season	# of Months	Yield in Lbs. Based on I	Yield In Lbs. Per SF	Yield in Lbs. Per Bed
	12			0
	12			0
jan-may+nov.dec	7	500	0.0459	16
	12			0
	12			0
jun-may+nov.dec	4	300	0.0689	25
				0
				0
				0
				0
jun-nov	11	200	0.0459	16
jan-may+nov-dec	7	500	0.1148	41
jan-may+nov-dec		500	0.1148	41
jun-oct		1,500	0.1377	49
jan-jul		200	0.0459	16
jun-nov		4,000	0.9183	329
				0
				0
				0
				0
jun-nov	4	10,000	0.9183	329

**Dedicated
Beds**

Source for Price

Hudson Farm Dec. 2010 Price List
Hudson Farm Dec. 2010 Price List
Hudson Farm Dec. 2010 Price List
Hudson Farm Dec. 2010 Price List
Hudson Farm Dec. 2010 Price List
Hudson Farm Dec. 2010 Price List
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Planet Organics
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Planet Organics
Planet Organics

<http://www.greenling.com/categories/5/products/1223>

Tomatoes (for reference and future modeling only; not currently linked to raised bed cales)

Grow bed, 3 feet wide by 8 feet

3 seasons per year

	<u>Average Yield</u>	<u>Units</u>	<u>Price/Cost</u>		<u>% Gross Rev</u>
			<u>per Unit</u>	<u>Total</u>	
REVENUE	12 lbs		\$ 6.00	\$72	100.00%
Variable Production Costs					
Tomato seeds	50 seeds		\$0.04	\$1.88	2.60%
Organic Compost & Soil	0.5 cubic yard		\$45.00	\$22.50	31.25% http://www.helpfulgarc
Total planting costs				\$24.38	33.85%
Irrigation	311.28 gallons		\$0.003	\$0.93	1.30% http://www.urbanfarm
Other costs not accounting for (pest control, etc.)			n/a	\$15.00	20.83%
TOTAL VARIABLE COST OF PRODUCTION	12 pounds		\$2.11	\$25.31	35.15%

Gross Margin \$ per square foot per yield

\$1.95

Estimated Total gross margin per square foot

3 Crops/season

\$5.84

Cost of capital¹

24 Square foot

\$5.07

\$121.76

ener.com/phpBB2/viewtopic.php?t=14594

enerstore.com/library/pdf/general/estimatingwateruse.pdf

<u>Crop</u>	<u>Potatoes</u>	<u>Cabbage</u>	<u>Onions</u>	<u>Carrots</u>	<u>Leeks</u>	<u>Beetroot</u>	<u>Zucchini</u>
Gross Margin	38.0%	57.0%	3.0%	21.0%	15.0%	27.0%	33.0%
Categorization GM (INCLUDES LABOR)	Mid - High	High	Low	Mid	Low	Mid	Mid - High

Source: http://www.gardenorganic.org.uk/organicveg/downloads/CSG15_appendices.pdf

Cauliflow Sweetcorn

34.0% 26.0%

Mid - High Mid

http://www.scotland.gov.uk/Publications/2007/11/09141233/5

INCLUDES LABOR

	Weighted Average		Weighted Average		<u>Conversio</u>
	Gross Margin	Unit	Gross Margin	Unit	£/\$
					ha/acre
Enterprise					
Avg Combined Fruit & Vegetable	15,748	£/ha	10,564	\$/acre	
Low Estimate Combined Fruit & Veg	7,000	£/ha	4,696	\$/acre	
High Estimate Combined Fruit & Veg	41,040	£/ha	27,530	\$/acre	
Potatoes	8,209	£/ha	5,507	\$/acre	
Rutabaga	6,256	£/ha	4,197	\$/acre	
Parsnips*	29,504	£/ha	19,791	\$/acre	
Beetroot*	17,587	£/ha	11,797	\$/acre	
Carrot	5,819	£/ha	3,903	\$/acre	
Winter Wheat	983	£/ha	659	\$/acre	
Lupins*	-122	£/ha	-82	\$/acre	
Beans*	808	£/ha	542	\$/acre	
Oat & Bean Mix*	471	£/ha	316	\$/acre	
Spring Barley	711	£/ha	477	\$/acre	
Spring Wheat	958	£/ha	643	\$/acre	
Spring Oats	688	£/ha	462	\$/acre	
Sheep	45	£/ewe	75	\$/ewe	
Suckler Cows	349	£/cow	579	\$/cow	
Finishing Cattle	219	£/head	363	\$/head	
Dairy Cows*	1,168	£/cow	1,936	\$/cow	
Poultry	26	£/b	43	\$/b	

Generally, the small scale combined vegetable and fruit enterprises, when grown on small areas in a market garden

The combined fruit and vegetable enterprises were those where the participant grew a large number of fruit and ve

Total gross margins ranged from £3,615 to £41,040 but, three of the four participants achieved only £7,014 total gr

All three of these participants marketed their produce direct to the end user via farm shops, box schemes or a com

The fourth participant had a larger fruit and vegetable enterprise and two poultry enterprises that also contributed to

This participant was the only one of four similar units that was able to generate sufficient output to enable a sustain

n Ratios

1.6576

2.471054

Categorization GM

Mid-low

Mid-low

High

Mid-High

Mid-low

Low

Low

Low

Low

Low

Low

Low

in situation, generated the highest gross margins.

getable crops but on a relatively small scale in order to provide a wide range of produce to customers. They ran

gross margin or below. These three participants had no other operations other than the combined fruit and vegeta

combination of both. In every case the high margin came from the added value that the producer was able to add as

to the success of the direct marketing operation, increasing total farm gross margin from £41,040 to £65,425. Fix

able business to operate and support a family unit without income from elsewhere. This participant was able to

aged in size from 0.01ha to 3ha in size although the largest also had an area of fallow which was uncropped.

able enterprise. Although these enterprises gave extremely high gross margins per hectare, the whole farm gross

s a consequence of the demand generated for his / her produce arising from the unique status of the produce but

ked costs were collected for this unit and a net margin of £32,308 was achieved.

do this due to the success of his farm shop and the scale of business operated.

is margin was not sufficient to provide an income for a family unit even before fixed costs.

e it organic, locally produced etc.

Crop	Jeavons spacing (cm)	Jeavons spacing* (inches)	Seeds of Change USED IN MODEL (inch	Rodale spacing** (inches)
Artichoke	182.88	72	n/a	60
Asparagus	15.24	6	n/a	4
Basil	15.24	6	n/a	12
Beet	10.16	4	n/a	5
Broccoli	38.1	15	24	18
Brussels sprout	45.72	18	24	24
Burdock	10.16	4	18	8
Cabbage	38.1	15	24	9
Carrot	7.62	3	18	3.5
Cauliflower	38.1	15	30	19.5
Celery	15.24	6	24	7
Chard	20.32	8	n/a	9
Chinese cabbage	25.4	10	n/a	9
Kale/Collard	30.48	12	24	12
Corn, sweet	38.1	15	30	15
Cucumber	30.48	12	48	12
Eggplant	45.72	18	36	33
Garlic	10.16	4	n/a	5
Onions, bunching	7.62	3	12	2.5
Lettuce (full size heads)	30.48	12	18	14
Horseradish	30.48	12	n/a	12
Jerusalem artichoke	38.1	15	n/a	12
Kale/Collard	38.1	15	24	24
Kohlrabi	10.16	4	18	5
Leaf lettuce	22.86	9	n/a	14
Leeks	15.24	6	12	6
Lima bean (bush)	15.24	6	n/a	4.5
Lima bean (pole)	20.32	8	n/a	10
Melons	38.1	15	60	60
Mengal	17.78	7	n/a	
Mustards	15.24	6	n/a	
Okra	30.48	12	n/a	30
Onions, bulbing	10.16	4	12	5
Parsley	12.7	5	n/a	
Parsnips	10.16	4	12	
Peas	10.16	4	n/a	7
Pepper	30.48	12	24	18
Potato	22.86	9	n/a	6
Pumpkin	45.72	18	72	42
Radish	5.08	2	12	2
Rhubarb	60.96	24	n/a	36
Salsify	7.62	3	12	
Shallot	10.16	4	n/a	2.5
Snap bean (pole)	15.24	6	n/a	10
Spinach	15.24	6	12	5
Squash	38.1	15	n/a	42
Tomato	53.34	21	36	18
Turnip	10.16	4	12	3.5
Watermelon	53.34	21	60	108
Zucchini	45.72	18	60	42

UK spacing*** (inches)	Custom spacing**** (inches)	Jeavons Area per plant (inches)	Jeavons Plants per square foot
		66.0	4489.5
	18	9.3	31.2
		9.0	31.2
		4.5	13.9
	13	15.3	194.9
	19	20.3	280.6
		6.0	13.9
	13	12.3	194.9
		3.3	7.8
	19	17.8	194.9
		6.5	31.2
	6	7.7	55.4
		9.5	86.6
	15	13.0	124.7
	9	13.0	194.9
	8	10.7	124.7
	21	24.0	280.6
		4.5	13.9
	2	2.5	7.8
	13.5	13.2	124.7
		12.0	124.7
		13.5	194.9
	10.5	16.5	194.9
		4.5	13.9
	10.5	11.2	70.1
		6.0	31.2
	4	4.8	31.2
	7	8.3	55.4
	36	37.0	194.9
		7.0	42.4
	12	9.0	31.2
	14	18.7	124.7
	4.5	4.5	13.9
		5.0	21.7
		4.0	13.9
	7	6.0	13.9
	13.5	14.5	124.7
	11	8.7	70.1
	42	34.0	280.6
		2.0	3.5
	36	32.0	498.8
		3.0	7.8
		3.3	13.9
	7	7.7	31.2
	4.5	5.2	31.2
	18	25.0	194.9
	20	19.7	381.9
	3.5	3.7	13.9
	42	57.0	381.9
	18	26.0	280.6

NORTHWEST

U.S.: <http://www.ams.usda.gov/mnreports/fvdorganic.pdf>

			RETAIL PRICES		Seed Costs	Quantity
			Avg Price	High Price	Price/unit	
APPLES Braeburn	4/22/2011	3 lb bag	3.99	3.99		
APPLES Fuji	4/22/2011	per pound	1.28	1.28		
APPLES Gala	4/22/2011	per pound	1.48	1.49		
APPLES Pink Lady	4/22/2011	per pound	1.49	1.49		
ARTICHOKES	4/22/2011	each	2.50	2.50	0.106	500
ASPARAGUS	4/22/2011	per pound	3.07	3.59	0.850	125
AVOCADOS	4/22/2011	each	1.50	1.50		
BANANAS	4/22/2011	per pound	0.89	0.89		
BEANS	4/22/2011	per pound	2.99	2.99	0.009	1000
Beets					0.003	5000
Broccoli					0.038	100
CARROTS	4/22/2011	per bunch	1.99	1.99	0.002	5000
CARROTS	4/22/2011	2 lb bag	1.78	1.78		
CARROTS, baby	4/22/2011	1 lb bag	1.89	2.00		
CUCUMBERS	4/22/2011	each	1.29	1.29	0.388	250
GRAPEFRUIT	4/22/2011	each	0.98	0.98		
KIWIFRUIT	4/22/2011	each	0.50	0.50		
LEMONS	4/22/2011	each	0.50	0.50		
MANGOES	4/22/2011	each	2.00	2.00		
MIXED SALAD	4/22/2011	11 oz bag	4.87	4.99		
ONIONS Green	4/22/2011	per bunch	0.98	0.98		
ONIONS Yellow	4/22/2011	per pound	1.49	1.49	0.008	1000
ORANGES	4/22/2011	per pound	1.19	1.19		
ORANGES	4/22/2011	per pound	1.29	1.29		
PEARS Bartlett	4/22/2011	per pound	1.50	1.50		
POTATOES Russet	4/22/2011	per pound	0.97	0.98		
SALAD Mixed	4/22/2011	7 oz bag	3.57	4.99		
SALAD Mixed		1 lb bag	4.99	4.99		
SQUASH Zucchini	4/22/2011	per pound	1.33	1.49		
STRAWBERRIES	4/22/2011	1 lb package	3.24	3.99		
TOMATOES	4/22/2011	per pound	4.99	4.99		
TOMATOES Heirloom	4/22/2011	per pound	2.98	2.98		
TOMATOES, Grape	4/22/2011	1 pint	3.50	3.50		

Unit	Varietal	Plant (inch Harvest	Time (days
seeds? crowns	Imperial Star Uc - 157	13 Year 1: 0; Year 2: 2 weeks; Year 3: 4-6, Beyond 6-8 weeks	80-90 1 year +
seeds	Blue Lake	Pick frequently to encourage continuous production	50-55
seeds	Chioggia		55-65
seeds	Nutri-Bud		55-70
seeds	Yaya F-I		50-55
seeds	AKITOF-I	Harvest frequently to encourage continuous production	50-60
seeds	Mustang F-I		90-100

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Average emergence is 6–12 days.

All year growing in mild climates

Brassica are cold hardy (Broccoli, Brussels Sprouts, Cabbage, Cauliflower, Collards, Kale, and Kohlrabi)

Frost danger