



FIBERSHED

Local Fiber, Local Dye, Local Labor

Fibershed Producer Program Business Curriculum SYLLABUS 2019

OUR SERIES of Business Curriculum offerings in 2018 was designed to empower Fibershed Producers with basic business, strategic planning, marketing, and financial skills applicable to fiber economy businesses at any stage in development or tenure. We are excited to be able to continue this endeavor through 2019. Our goals are to continue the work we have begun by expanding content into areas of learning that did not fit in the initial training series budget but have been identified as needs of the Fibershed Producer members.

Courses are served “a la carte,” delivered primarily online through live webinars, with 2 of the courses conducted as in-person offerings, and include a suite of practical template-based tools to apply to each specific business. Courses are accompanied by FREE one-on-one coaching for business and financial operations, techniques, and issues — get in touch to request individual Technical Assistance.

All webinars will be 1 to 2 hours long. Courses are applicable to Producers at all levels of business experience and are free of charge to Producers with a current membership. Course registration is announced at least one month in advance of each training via email and also via the Producer newsletter.

Below is the full list of upcoming offerings. You can register for them via the [Business Curriculum](#) webpage. Also on this webpage, you can find archived courses! The password to view the webinars is: producer

COURSE DESCRIPTIONS

A Framework for Structuring Fiber Businesses

Tuesday, June 4, 9 am

Educator: Poppy Davis JD, C2C Consulting

This session provides a framework for understanding the legal, tax and accounting structures of land-based business (including farms and ranches) and all other types of enterprises. This framework helps in understanding why to form a business entity, what assets to put in the entity, what assets to hold personally, and how and why to pay rent for business use of personal assets. This framework is essential to understand how income taxes work and to begin planning for retirement and succession. We will also look at the types of agreements people make regarding ownership, rent, sales and purchases, and services, and we will take a brief look at the importance of understanding who may be paid as an independent contractor and who must be paid as an employee.

Understanding How a Fiber Business is Taxed

Tuesday, June 11, 9 am

Educator: Poppy Davis JD, C2C Consulting

This session will provide a framework for understanding taxation of land-based businesses (like a farm) and other enterprises (like making clothing or fiber art). We will review all the different types of taxes and then focus on federal income taxes and different types of taxable income. The changes to the federal tax law make it more important than ever to understand the different types of taxable income a person may have when they operate a land-based business like a farm or ranch business, and how the form of the business (Sole Proprietor, Partnership, Limited Liability Company, or Corporation) changes the taxes of the business owner. We will also discuss common tax deductions, special tax rules for farmers and ranchers, and tax deductions small business people often forget to take.

Holistic Business Breakeven & Enterprise Budgeting

Wednesday, June 26, 12 pm

Educator: Anjali Oberoi, O&Co. / Bernoulli Finance

This webinar is focused on financial goal-setting for your business. Regardless of whether you are just starting out, launching a new product or channel, managing your lifestyle business, or planning an expansive growth strategy, your business needs an accompanying financial plan of action to ensure your course is realistic. We will pick up on where we left off with our “Managing Cash with Grace” webinar (delivered in March 2019) and discuss the Enterprise-level budgeting process in detail. A key focus here is defining breakeven, not just at the overall business level, but also within each line of business, within your product mix, and when making operational decisions or capital investments. It is only when each individual initiative breaks even (at a minimum!) that a business can thrive. Our goal is to leave you with a perspective (and accompanying tools) that you can quickly employ across both small and high-level decisions to ensure your compass is always pointing north.

Inventory Management

Wednesday, July 10, 12 pm

Educator: Anjali Oberoi, O&Co. / Bernoulli Finance

Ah, inventory management — the bane of many a small business. Why is it important? What should you count...or not? How do you set up a system that isn't time-consuming or cost prohibitive, that you will actually use? What are you looking for when you see the numbers anyway? This webinar walks through the whys, whats, hows, and now whats of managing inventory, with a specific focus on time- and money-constrained small/mid-sized businesses.

Values-Driven Leadership & Management Skills (In-person Seminar)

Thursday, July 25, 8.30 am - 12 pm

Educator: Olivia Tincani, O&Co

Location: Petaluma Woman's Club

This course will delve into the question of what really makes you an entrepreneur, and how we can all recognize ourselves as leaders even inside of sole proprietor, one-woman-show businesses. We will review the nuances of ethical business operations with quadruple bottom line priorities (profit - planet - people - purpose), explore the basics of servant leadership and discuss how to cultivate an environment of give-and-take in your operations. We will also cover some basic tips for time and task management, and managing stress by managing your own energy. This course will be a half-day in-person seminar with group participation.

Customer Service (In-person Seminar)

Thursday, July 25, 1:30-4.30 pm

Educator: Olivia Tincani, O&Co.

Location: Petaluma Woman's Club

This in-person seminar will introduce the concept of Customer Service as a fundamental marketing and sales tool as well as a community action effort. Our seminar will allow for multiple stakeholders/employee participation (bring your partners and employees!) and builds on techniques developed by respected customer service experts, the Zingerman's Family of Businesses. Participants will develop a service mission for the business that incorporates their core values, review best practices for delivering excellent service, learn the protocol for managing feedback, and identify details of how they want to provide their own unique individualized style of purpose-driven service for various customer types. This class will be highly participatory with time for individual exercises and group sharing. Prerequisites & Homework: Business Core Values & Mission Statement. Don't have these? Watch “Intro to Strategic Planning” workshop and follow the directions in the handout for Core Values Exercise. This is a 1-hour commitment to watch a webinar and roughly 1-2 hour commitment to complete the core values exercise.

Agritourism: Opportunities, Challenges, and Considerations

Wednesday, Aug 28, 9 am

Educator: Katharine Millonzi, Katharine Millonzi Consulting

The practice of visiting farms and place-based businesses can be considered a convergence of the agriculture and tourism industries: guests partake in the products and activities of their host. Well-established in Europe, agritourism is not formally entrenched in the U.S. as an industry or pastime, and yet we are witnessing a surge of interest nationwide in people seeking out farm-based leisure or farm-based experiential learning opportunities. As farm operators usher in a new era of agritourism, there are many social, legal and structural pieces to consider. This course will examine agritourism from a range of perspectives, focusing on the demands and desires of guests/participants and the basic how-tos for becoming a great host/provider while maximizing your existing assets, land-base, relationships, skills, products and craft to offer an extended suite of services to eager participants. Looking at what it means to add educational/touristic offerings to existing mixed enterprise businesses, this course offers an overview of hospitality best practices, marketing, program development, and other unexpected job requirements. We will also refer to our Opportunity Mapping tool, a quick-fire business planning instrument to help evaluate potential products and services from various perspectives, making your decision to launch or expand agritourism offerings better informed. This course is applicable to land-based and non-land-based businesses.

Adding Value and Hosting Agritourism Events without Adding Legal Complications

Thursday, Sept 19, 9 am

Educator: Rachel Armstrong JD, Farm Commons

Hosting agritourism events and adding value to products can be great ways to improve profitability while building strong relationships with community members and other businesses. Yet, if the owner doesn't carefully consider the legal dynamics of these ventures, legal liability can hinder the operation's success. With this webinar, learn how to spot, avoid, and manage legal vulnerabilities from adding value and agritourism. Identify the action steps that will help you reduce risk, right away. Build skills that will help you reduce legal risk as your business changes and grows.

Workers: Managing Employment Laws through Traditional and Creative Work Arrangements

Monday, Sept 30, 9 am

Educator: Rachel Armstrong JD, Farm Commons

Whether your business hires employees, has an intern program, offers apprenticeships, or uses volunteers, employment laws matter. This webinar will teach you to understand your basic employment law obligations no matter how you get work done. Participants will learn the basics of how to classify their workers as employees, independent contractors, or interns/apprentices, and volunteers. We will also outline the basic obligations for each category, as well as go into detail on minimum wage, overtime, and payroll tax issues. Additional resources and sources for information will help business owners navigate ongoing obligations.

Compassionate Communication

Wednesday, Oct 9, Oct 16, & Oct 23, 9 am

Educator: Claudia Kenny, NY State Agricultural Mediation Program / Little Seed Farm

Learn to practice and cultivate emotional intelligence and deep communication skills for both professional and personal growth in this 3-part series.

- **Session 1 (Oct 9) — Elements of Empathy:** In this 90-minute interactive workshop we will delve into the elements of empathic listening with exercises for the head, heart, and gut that will deepen your ability to listen and your understanding of empathy.

- **Session 2 (Oct 16) — Preparing for a Difficult Conversation:** Stressful conversations can hurt relationships and sometimes produce negative consequences. In this 90 minute workshop, we work on skills to successfully navigate relational challenges. We will learn practices that will help us create connection rather than disconnection when addressing challenges with important partners.
 - sort observations from thoughts, judgments & evaluations
 - notice feelings and name and connect them to met or unmet needs
 - sort and name personal and professional needs and motivations
 - practice self-compassion and compassion for the other

- **Session 3 (Oct 23) — Requests:** A key attribute of a successful entrepreneur is their ability to make clear requests. This 90-minute workshop will look at the art of the request. We will learn the criteria for a good request. We will learn when to make a solution request versus when to use a connection request. We will also learn how to respond when the answer is no.

Sales Agreements: Getting the Commitment That Works for Your Business

Monday, Oct 28, 9 am

Educator: Rachel Armstrong JD, Farm Commons

Sales agreements and contracts can seem complicated and mysterious to the small business owner. The good news is that they don't have to be that way. A straightforward sales contract is possible, and can greatly increase the resiliency of a business. Learn the basic elements of a good wholesale sales contract. Understand your options for when things don't work out as planned. This webinar is focused on proactively preventing relationship complications and on setting businesses up for success, which is what most small businesses want from a sales agreement in the first place.

Insurance and Liability

Monday, Nov 4, 9 am

Educator: Rachel Armstrong JD, Farm Commons

Insurance is a key risk management strategy for any business. From providing an attorney to defend the operation to paying out if the case is lost, insurance is available to protect the business from a wide variety of damage and injury scenarios. Yet, finding the right policy isn't always easy. Determining what is and is not covered by an insurance policy can be challenging, especially for unique farm and value-added businesses. This webinar will help break down those barriers. We will discuss common insurance policies and what they mean for a variety of business types. Get concrete information about what questions to ask an insurance representative and how to act on the response received. (This course is geared towards both farm and non-farm businesses)

Direct Marketing Meat

Tuesday, December 10, 9 am

Educator: Olivia Tincani, O&Co.

Ranchers raising animals for fiber de facto have great potential to operate small and successful meat enterprises as part of a stacked enterprise approach to their businesses. For ranchers who are either already selling meat directly into the consumer market and those who are just culling animals, or selling to a large plant (such as Superior), this class is universal to all of you. We will review the how-to's and pros and cons for the direct-to-consumer and wholesale (restaurant and food service) markets, debunking myths of difficulty, hassle, and low-profit potential. Chef communication tactics, creating lasting relationships, scheduling, delivery, and logistics will be covered on the wholesale side. Various sales and marketing options including whole and half animals versus selling cuts, farmers markets, and CSA models will be reviewed for direct-to-consumer channels. We will embrace the frozen question and discuss how to promote whole animal programs in your wholesale buyers. Collaboration is vital to successful direct marketed meat sales, and so we will explore the rancher + chef + processor connection. Case studies in successful stacked enterprise farm businesses and ranches will be reviewed.

EDUCATOR BIOS

Olivia Tincani, Olivia Tincani & Co. | Leadership & Customer Service

oliviaticaniandco.com

Olivia Tincani is the lead architect and curriculum designer for the Business Curriculum program, as well as an educator.

Olivia Tincani is a food and agriculture business educator and consultant with 16 years of experience in the field. Olivia Tincani & Co. provides business, financial and strategic planning and technical assistance for small-scale independent farms, ranches, food businesses, and the institutions that service them. Her work is grounded in a deep entrepreneurial history and her ambitious spirit infuses her teaching and consulting. Her specific expertise includes livestock operations, program and curriculum design, whole animal supply chains, regional food systems strategy, communications & marketing, and community building. Olivia takes a collaborative approach to her projects, simultaneously teaching and learning while empowering entrepreneurs and strengthening organizations. Recently, she was the program designer and core educator for the Hudson Valley Farm Business Incubator of Glynwood, a NY non-profit organization whose mission is to ensure Hudson Valley regional food and farming thrives. She serves as a Strategic Advisor for Rancho Llano Seco, is Co-Director of the nascent Grazing School of the West, and serves on advisory committees for Kitchen Table Advisors and the bi-annual National Farm Viability Conference. Other projects include work with venerated enterprises and organizations such as Pie Ranch, The Farm Bridge, and a fleet of small-scale independent farms. She was the co-founder of food service management company Fare Resources and founder of Farm 255 and Farm Burger, landmark restaurant/farm enterprises operating co-dependent food service operations alongside vegetable and pasture-based livestock farms in the rural southeast. Olivia splits time between Sonoma County (CA) and her husband's family farm and winery in the Valtènesi region of Italy. Her hands are always in the dirt and her skin in the game.

Anjali Oberoi, Bernoulli Finance / Olivia Tincani & Co. | Inventory & Budgeting

bernoullifinance.com

Anjali Oberoi is an incurable chocoholic, food enthusiast, and environmentalist with extensive experience in finance and operations. Anjali founded Bernoulli Finance to address critical gaps at fast-growing ecologically-minded companies, helping them record, monitor, and use their financial data for better decision making and long term planning.

Her past professional affiliations have included being Treasurer of the Board and Finance & Accounting Instructor at the Food Craft Institute (FCI), a nonprofit that teaches current and future entrepreneurs traditional food making and business skills; and Partner/CFO at Fare Resources, a collective of consultant-entrepreneurs that builds strong food communities through consulting, education, and resource development. Anjali was previously the CFO at Belcampo Group, a food production and farming company with operations across California, Belize, and Uruguay. Her experience spans management consulting for multinationals, financial planning and analysis for small enterprises, and business concept development for seed stage ventures across multiple industries. Her progressive specialization in the food sector stems from an early and unrelenting passion for the history, economics, and production of good chocolate.

Anjali holds an MBA in International Business and MS in Finance from Temple University, and an M.Tech. and B.Tech. in Biochemical Engineering & Biotechnology from the Indian Institute of Technology (IIT), Delhi. She is a native English and Hindi speaker, and has a working knowledge of Arabic and Spanish. When not creating financial solutions, Anjali is usually found backpacking, reading, searching for her next best chocolate experience, or chasing after her two littles — most often a combination of all of these.

Rachel Armstrong, Farm Commons | Legal, Insurance, Labor

www.farmcommons.org

As the founder and Executive Director of Farm Commons, Ms. Armstrong took the organization from an idea to a nationwide leader in farm law education. At the organization's helm, she has led dozens of webinars and workshops for thousands of farmers and created the organization's innovative approach to farm law risk reduction. She has authored dozens of publications on farm law matters for farmers, alongside several academic and trade publications. Ms. Armstrong instructs continuing legal education classes for the American Bar Association and the University of Massachusetts Amherst. A graduate of the University of Denver Sturm College of Law and the University of Wisconsin Madison, she lives in Northern Minnesota with her husband, mother, 3-year-old son, and twin toddlers.

Farm Commons is a charitable nonprofit organization, founded in 2012 with the mission of providing farmers with the proactive legal resources they need to become the stable, resilient foundation of a community based food system. Farm Commons has written and distributes over 150 print, audio, and video resources that explain farm law in plain, actionable language. Farm Commons also hosts workshops on farm law nationwide, using the organization's proven method of training farmers themselves to co-present the workshop to peers. The organization's approach is incredibly successful: 70% of farmers make a risk-reducing change to their business within 3 months. After using Farm Commons' resources, farmers feel more empowered and recognize their own abilities to manage legal risk. Whether leasing land, forming a partnership, arranging a sales contract, or hiring an employee for the first time, Farm Commons is there to help farmers make the law work for them.

Poppy Davis | Business Structures & Understanding Taxes

www.linkedin.com/in/poppydavis

Poppy Davis is a business and policy adviser to agricultural and food and beverage enterprises, and to nonprofits and local governments. She provides farmers and ranchers with training and technical assistance on issues such as business formation, land tenure, credit, taxation, liability, regulatory compliance, and value-added inventory. She works directly with nonprofits, associations, and local governments to help them develop financial and managerial capacity and programs to improve the environment for farming, ranching and healthy food access.

She worked eight years at the USDA, most recently as the National Program Leader for Small Farms and Beginning Farmers and Ranchers. Previously she was a California CPA with an emphasis in agricultural enterprises and nonprofits. She holds a Juris Doctor with a Certificate in Food and Agriculture from Drake University Law School, a Masters in Journalism from Georgetown, and a BS in Agricultural Economics from the University of California at Davis.

Claudia Kenny, NY State Agricultural Mediation Service | Compassionate Communication

www.nysamp.com

Claudia Kenny is in her 25th season as a farmer, at Little Seed Gardens, a diversified 97 acre farm practicing regenerative agriculture in Chatham, NY. As a farmer/activist Claudia has worked on many collaborative projects in the Hudson Valley region to build a resilient agriculture that strengthens farm sustainability and strengthens communities. Some of her projects include Cooperative Regional Alliance for Farmer Training (CRAFT), Good Food Farmers, a collaborative multi farm home delivery business, founding the Real Food Co-op a local foods retail store and new farmer mentoring through several organizations. Claudia holds a MS in Conflict Analysis and Engagement. She is a mediator and facilitator with extensive training in Compassionate Communication. In 2016, Claudia joined the New York State Agricultural Mediation Program (NYSAMP) as Statewide Director. She offers communication and conflict management trainings for the farm community in NYS and through NYSAMP she helps members of the farm community address personal and professional conflicts.

Katharine Millonzi | Agritourism

www.katharinemillonzi.com

A business development and communications specialist, Katharine has worked in Kenya, India, Brazil, and across Europe, studying authentic and adaptive food systems. Since 2013 she has lived in New York's Hudson Valley, where she consults and contributes to a wide range of regenerative food and agriculture ventures. Her expertise includes program and curricular design, mission-driven event management, copywriting, and emotional brand strategy. Katharine is devoted to the transformative arts of gathering and hospitality as mediums for individual and collective health.

From 2013-2015 Katharine interviewed over 60 agritourism operators and stakeholders in NY State and the Northeast. Focused on the successful components of farmstays from both guest and host perspectives, this research aimed to document the needs and potential of the sector, support rural economic development and promote regional identity through curated food and farm experiences.

As an outcome of her research, Katharine undertook management of guest experience services at several farm properties, including Mud Creek Farm, a certified organic, 2500-acre regenerative grain, hemp and carbon farm. There, she oversaw the complete renovation and interior design of an 1800's 5-bedroom farmhouse, and continues to develop guest experience standards, protocol and assessment. In addition to producing numerous on-farm hospitality and educational events, Katharine advises regional tourism boards, several glamping businesses, and is on the core team of an agritourism online booking platform start-up.

Ms. Millonzi holds an MA in Food Culture and Communications from the University of Gastronomic Sciences, Italy, founded by Slow Food International, and a BA in Social Anthropology and International Development from the School of Oriental and African Studies (SOAS), London. Katharine was a 2007 Fulbright Fellow in Italy. She is a native of New York City and Western Massachusetts.

[Tedx Hudson Talk — Agritourism: Every Field has a Story](#)

Allison Ball | Customer Service (Content Contributor)

www.alliball.com

Allison Ball is the founder of Allison Ball Consulting, specializing in operations and growth strategy for food businesses. She focuses on launching retail spaces by providing support from concept to creation, with an emphasis on hiring and management development, product assortment and merchandising, and creating operational systems. Prior to launching Allison Ball Consulting, Allison was essential in the growth the Bi-Rite Family of Businesses, sourcing product and developing grocery staff for years at Bi-Rite Market on 18th Street, and then in the position of Head of Grocery and Store Manager at Bi-Rite Divisadero, building and managing a team and operations to support over half of the products in the store. Since Bi-Rite Market, Allison has successfully opened several retail locations, working with a variety of clients ranging from non-profits, to small businesses, to James Beard nominated and award-winning chefs as they venture into retail. In addition, she consults with food producers, assisting them with business planning, product development and launch, and building wholesale accounts, and volunteers for several local food non-profits, including La Cocina, The Good Food Awards, and 18 Reasons.