

CONVENTIONAL AND ORGANIC LETTUCE PRODUCTION IN SAN LUIS OBISPO
COUNTY

Presented to the
Faculty of the Agribusiness Department
California Polytechnic State University

In Partial Fulfillment
of the Requirements for the Degree
Bachelor of Science

by
Mark Freitas Crusha

June 2011

APPROVAL PAGE

TITLE: Conventional and Organic Lettuce Production in San Luis Obispo County

AUTHOR: Mark Freitas Crusha

DATE SUBMITTED: June 2011

Senior Project Advisor

Signature

TABLE OF CONTENTS

Chapter	Page
I. INTRODUCTION.....	6
Statement of the Problem.....	7
Hypotheses.....	7
Objectives of the Study.....	8
Significance of the Study.....	8
II. REVIEW OF THE LITERATURE.....	10
Economic Analysis: Weeding Techniques for Organic Farms.....	10
Powdery Mildew Cost Comparison.....	11
Environmental and Economic Costs of Pesticide Use.....	11
Impact of Insecticides and Surfactant on Lettuce Physiology and Yield.....	12
Whiteflies Cause Problems for Southern California Growers.....	13
Comparison of Quality in Organically and Conventionally Grown Lettuce....	13
Environmental Comparisons of Organic & Conventional Farming Methods...	14
Economics and Energetics of Organic and Conventional Farming.....	15
Comparison of Consumer Perceptions Toward Organic & Conventional Food.	16
Survey in Lettuce Production in Relation to Management and Soil Factors....	17
Commodity Profile: Lettuce.....	17
III. METHODOLOGY.....	19
Procedures for Data Collection.....	19
Procedures for Data Analysis.....	21
Assumptions and Limitations.....	23
IV. DEVELOPMENT OF THE STUDY.....	25
V. SUMMARY, CONCLUSIONS, AND RECOMMENDATIONS.....	38
Summary.....	38
Conclusions.....	38
Recommendations.....	39
References Cited.....	40
APPENDIX.....	42

LIST OF TABLES

Table	Page
1 Organic Leaf Lettuce and Conventional Head Lettuce Price/Unit and Yields for the Years 1990 through 2030.....	27
2 Cost per Acre to Produce Organic Leaf Lettuce on the Central Coast of California for the Years 2011 through 2030.....	29
3 Cost per Acre to Produce Conventional Head Lettuce on the Central Coast of California for the Years 2011 through 2030.....	30
4 Organic Leaf Lettuce Profit/Loss Statement showing the Top Three Most Profitable Years for the Years 2011 through 2030.....	31
5 Conventional Head Lettuce Profit/Loss Statement showing the Top Three Most Profitable Years for the Years 2011 through 2030.....	32
6 Organic Leaf Lettuce Net Returns Above Operating Costs Using Price in Ascending Order for the Years 2011 through 2030.....	34
7 Conventional Head Lettuce Net Returns Above Operating Costs Using Price in Ascending Order for the Years 2011 through 2030.....	35
8 Organic Leaf Lettuce Profit/Loss Statement for the Years 2011 through 2030.....	42
9 Organic Leaf Lettuce Cash Flows Statement for the Years 2011 through 2030.....	46
10 Conventional Head Lettuce Profit/Loss Statement for the Years 2011 through 2030...	86
11 Conventional Head Lettuce Cash Flows Statement for the Years 2011 through 2030...	90

LIST OF FIGURES

Figure	Page
1 Organic and Conventional Price/Unit Trend for the years 1990 through 2030.....	28
2 Organic and Conventional Yield Trend for the years 1990 through 2030.....	28

ABSTRACT

This study was undertaken to evaluate the net returns for conventional head lettuce compared to organic leaf lettuce in San Luis Obispo County. Price, yield, and costs for both lettuce systems were collected to perform a budgeting analysis projected over a twenty-year period.

Organic leaf lettuce was found to be more capable of paying finance charges and fixed commitments to produce in San Luis Obispo County. This conclusion was based on projected price and yield data along with a comparison of the profit and loss statements for the two types of lettuce for the time period of 2011 through 2030. Net returns, present value, and net present value were greater with and without harvest costs for the organic leaf lettuce. The conventional lettuce was not able to make a profit in any of the years from 2011 through 2030.

Chapter 1

INTRODUCTION

Lettuce production is a sizeable industry in California, with Monterey County being the highest producing area in the state. Production can also be found in Santa Barbara, Ventura, as well as Fresno, Kings, and Kern Counties. The main varieties grown are Iceberg, Romaine, and other leaf varieties. Lettuce production occurs year-round through a series of growing seasons in Arizona and California. A relatively small number of companies are responsible for the growing, processing, and transporting of most of the lettuce grown. The rest of the United States, along with many other foreign countries, depend on these few companies to produce the lettuce in California and Arizona (Boriss and Brunke, 2005).

Whether it is conventionally grown or organically grown, consumers demand lettuce. Some increases in demand are fueled by freshness, variety, and packaging of the lettuce (Boriss and Brunke, 2005). Throughout the lettuce growing process, many insects and plant diseases or pathogens present problems in the cropping system. Pests are potential threats to the lettuce yields unless they are controlled with proper management programs. Pests found in lettuce are generally weed pests, insect pests, or plant diseases and fungi that can cause significant damage to the lettuce (Boriss and Brunke, 2005). These economic impacts are very important to consider when maximizing profits for a business. Conventional and organic grown lettuces differ in many ways and have many different regulations and inputs when producing them. Land preparation, seed, maintenance throughout production, pesticides, fertilizers, herbicides, and harvest are some

of the crucial variables to consider when deciding to grow from a conventional or an organic stance.

The popularity of organics is growing for multiple reasons. Consumers are willing to pay the extra price for an organic product since they see it as an investment for their overall well-being. The organics pesticide and fertilizer regulations use or processes also influence consumer preferences for organics over conventionally grown products. On the conventional side, there are many consumers that base their decisions on the price of the product. In this case, many people will choose the conventional product since it is often less expensive at retail. A reason it is less expensive is that conventionally grown crops usually yield higher levels than organically grown. Overall, from a grower's point-of-view, it is important to compare costs and prices of conventional and organic, which will enable a producer to determine what will be the most profitable operation (Yiridoe, Bonti-Ankomah, and Martin, 2005).

Problem Statement

An opportunity to farm 100 acres of organic leaf lettuce or conventional head lettuce is available on the Central Coast of California. Given this one-time opportunity through family inheritance, one must be confident that the crop chosen will be economically feasible. Which of the two, organic leaf lettuce or conventional head lettuce, will be more economically feasible for these 100 acres of land that exists on the Central Coast of California?

Hypothesis

After taking price, yield, cultural costs, harvest costs, operating costs, and the time that it will take the land to become organically certified into consideration, conventional lettuce

production will be more economically feasible than organic leaf lettuce production for the 100 acres of land that exists along the Central Coast of California.

$$20 \text{ Years} \Rightarrow H_0 : NPV_{\text{Conventional}}\pi > NPV_{\text{Organic}}\pi$$

Objectives

1. To project future price and yields for organic leaf lettuce and conventional head lettuce and to analyze the transition costs of getting land organically certified.
2. To develop cost budgets, a profit and loss statement, a net returns over operating costs statement, and a cash flows budget projected out to a twenty-year period for organic leaf lettuce and conventional head lettuce.
3. To compare the contribution margin, profit and loss margin, the present value, and the net present value of the organic leaf lettuce to the conventional head lettuce.

Justification

Many firms are faced with the decision to produce conventionally or organically. Input costs, supply, and demand influence this decision making process. Analyzing these variables as they relate to conventional and organic lettuce production will allow a grower to be able to make a decision on how their firm will grow to enable them to maximize profits. It can be argued that the rest of the United States depends on California and Arizona lettuce industries since more than ninety percent of lettuce is produced in these areas (Boriss and Brunke 2005). Monterey County is one out of the top five counties for the sales of vegetables. This county is also the only county in the United States that was capable of selling more than \$1 Billion in vegetable sales. They accounted for approximately nine percent of the total U.S. value of vegetable production. Fresno County in California as well as Yuma County in Arizona were among the top five counties for the sale of vegetables. In terms of harvested acreage, California, Florida, Idaho, Arizona and Georgia were the leading states for the fresh vegetable market. California was able to account for

thirty percent of the total acres harvested for fresh market. Lettuce is one out of the top five fresh market crops in terms of acreage and was also one of the three crops that showed an increase in acreage (Census of Agriculture 2007).

The potential damages of pests in the production of lettuce can put the supply of lettuce in jeopardy. The economic impacts of these pests are important to be aware of since they will illustrate some of the consequences that a grower might face when producing. The use of integrated pest management is vital in making sure that the proper yields are achieved. In the United States, lettuce production is the leading vegetable crop in terms of production value and there are a low number of firms that are responsible for this production of lettuce. Behind China, the United States is the second largest producing country, producing 9.7 billion pounds in California in 2004 (Boriss and Brunke 2005). The California and Arizona lettuce industries are also responsible for employing several thousands of people throughout the year making them important economical aspects to these areas (Boriss and Brunke 2005). California was the leading state in terms of fresh market vegetable production in 2009, accounting for forty-four percent of the U.S. harvested area, forty-nine percent of the national production, and fifty-two percent of the value, for the twenty-four selected vegetables and melons estimated. California was also the leading vegetable processing state in 2009 accounting for twenty-seven percent of the U.S. harvested acreage, sixty-nine percent of the national production, and fifty-seven percent of the total value, for the eight processed vegetables. Fresh market production for head and romaine lettuce showed an increase and lettuce remained the leading vegetable crop in value of production, at \$1.73 billion in 2009 (California Department of Food and Agriculture 2010).

Chapter 2

REVIEW OF THE LITERATURE

The review of the literature will focus on information relevant to understanding consumer preferences of conventionally grown products versus organically grown products. It will go into depth on information that defines what organic and conventional farming are. It will also discuss the different studies that have been done in relationship with lettuce production and all of the different variables that were used in conducting the study. The environmental consequences of growing organically and conventionally will be discussed in relationship to lettuce production. Finally, the economics of growing organically versus growing conventionally will be discussed in relationship to general crop production.

Economic Analysis: Weeding Techniques for Organic Farms

Deese (2010) explained the positives, negatives, and costs of three types of weeding techniques that are used in organic farming. The techniques included soil solarization, flame weeding, and hand labor. Comparative research was taken from University of California, Davis, a San Joaquin organic farmer, and from a weed burning experiment to reveal the best and worst weeding technique. The author found that the flame weeding technique was more cost effective when comparing it to the other techniques. This technique consists of getting rid of weeds by burning with a torch. He concluded that the hand labor technique was by far the most expensive out of all of the techniques (Deese, 2010). This technique consists of getting a labor contractor to bring in laborers to physically take the weeds out of the field with a hoe.

Powdery Mildew Cost Comparison

Bazar (2009) conducted an experiment to see whether using a powdery mildew model combined with a JMS-Stylet oil based fungicide would be more cost efficient in preventing powdery mildew opposed to using a UC Davis standard recommended sulfur based program. A temperature-triggering model and the powdery mildew index were used to predict the powdery mildew threat for Edna Valley. Spray schedules were developed in respect to the powdery mildew model and to the UC Davis recommendations. Comparative research was used in a partial budget to compare the costs. A connection is made between finding the most cost efficient way to prevent powdery mildew from occurring in California lettuce production. Bazar (2009) found that the powdery mildew model combined with the JMS-Stylet oil based fungicide would be more cost efficient when comparing it to the UC Davis recommendation. The powdery mildew model consisted of a control plan for powdery mildew and the JMS-Stylet oil based fungicide is a white mineral oil for control of powdery mildew, aphids, and mites. (Bazar, 2009).

Environmental and Economic Costs of Pesticide Use

Pimentel (1992) discussed the annual costs of pesticides used in the world and also in the United States, which are \$20 billion worldwide and \$4.1 billion in the United States. The use of pesticides is able to significantly contribute to world food production. Every dollar invested into pesticides returns around \$4 in crops saved. Some of the primary pests are insects, weeds, and plant pathogens, which are capable of destroying 37% of all potential food and fiber crops. In general, pesticides are profitable, but in other cases, they are not. In the period of 1945 through 1989, an increase occurred in the use of insecticides. Even though this increase happened, the

damage done to crops by insects almost doubled from 7% to 13%. This increase in crop losses could be a result of the fact that different agricultural practices have been put into play. The benefits of using pesticides are primarily based on crop returns and not the environment as a whole. Some of the variables studied were the impacts of insecticides on human health, domestic animal poisonings, increased control expenses resulting from pesticide related destruction of natural enemies and also from the development of pesticide resistance, and crop pollination problems and honeybee losses (Pimentel et al., 1992).

Impact of Insecticides and Surfactant on Lettuce Physiology and Yield

Throughout the production process of lettuce, many insecticides are used to control the potential damages that can be done by insects. Some of the major insect pests that are found in lettuce are the beat armyworm and the cabbage looper. Insecticides are frequently sprayed on the crop in order to control these pests. These frequent insecticide treatments may threaten lettuce physiological development and yields. Field and greenhouse experiments have been conducted to show the impacts of the insecticides on photosynthesis and yields. Haile, et al. (2000) found that frequent insecticide applications reduced lettuce photosynthesis and yields. They found a reduction in the photosynthetic rates of the lettuce plant at the seedling stage when it was sprayed with endosulfan, methomyl, acephate, and surfactant. They also found that photosynthetic rates at the seedling stage of the lettuce plant were not changed when applying the insecticides zeta-cypermethrin, emamectin benzoate, and spinosad. The results suggest that some insecticides, when applied at the seedling stage, can alter the gas-exchange and yields in lettuce production.

Whiteflies Cause Problems for Southern California Growers

Johnson (et al., 1982) discussed damage done by whiteflies present in cotton, lettuce, and many vegetable crops. These insects were capable of causing injury to plants through feeding, carrying pathogens present on the pest's mouthparts, and also through the production of honeydew, which builds up on the plant inhibiting it to grow at full potential. In the past, the whitefly has been responsible for causing economic damages ranging in the millions of dollars upon cotton, sugar beets, squash, and iceberg lettuce. There are several species of whitefly, which range up and down California, and can cause injury to the crop in a number of ways. If high enough, populations may cause a plant to not properly grow through its physiological processes, which ultimately results in leaf shedding and reduced growth rates. The potential of the whitefly, if populations are high, to spread viruses or other virus like plant pathogens is the main concern for California's lettuce, cotton, and melon production. Insecticides may control large populations of whitefly, yet they usually do not affect the immature whitefly. In desert areas in California there are many natural enemies of the whitefly that aid in controlling the pest (Johnson et al., 1982).

Comparison of Some Yield and Quality Criteria in Organically and Conventionally

Grown Lettuce

Polat, Demir, and Onus (2008) experiments dealt with organically and conventionally grown lettuce. The main focus of their experiment was to compare conventional and organic farming systems, specifically to see how yields and quality properties of the lettuce are affected by inducing natural substances on the crops such as blood, flour, manure, liquid seaweed extract, and other natural substances. The experiment was carried out over a two-year process on land

that was not previously cultivated and which was located side-by-side, or organic next to conventional. Leaf samples were analyzed for total mineral matter as well as potassium, calcium, sodium, magnesium, manganese, iron, zinc, and copper being analyzed by atomic absorption spectrophotometer for each sample. In the first year, none of the treatments had statistically significant differences when concerning organic versus conventional. In the second year there were statistically significant differences on total yield, marketable yield, and head weight in favor of the conventional system. Both years showed higher yields in conventional systems when comparing them to organic systems. The percentages were 20% higher in total yield and 21% higher in marketable yield (Polat, Demir, and Onus, 2008).

Environmental, Energetic, and Economic Comparisons of Organic and Conventional Farming Systems

Pimentel, et al. (2005) found negative consequences that the environment faces due to conventional farming. The constant reliance on using herbicides for weed control eventually leads to the polluting of streams and ground water. The runoff of soil and nitrogen fertilizers from conventional farming has a negative impact on the environment as well. The environmental and health care costs of pesticide use in the United States are approximately \$12 billion annually. The environmental and health care costs relating to soil erosion are approximately \$45 billion and sometimes higher.

The use of certified organic agriculture along with proper integrated pest and nutrient management systems could decrease reliance on agrochemical inputs in crops, which could lead to agriculture becoming more environmentally and economically friendly for the farmer and society as a whole. The variables analyzed in this experiment consisted of crop biomass, weed biomass, grain yields, nitrate leaching, herbicide leaching, and soil water content.

Their study showed benefits of organic farming. Soil organic matter and nitrogen were at higher levels in the organic cropping system which lead to conserving soil and water resources, and fossil energy inputs for organic crop production were about 30% lower when comparing them to conventional (Pimentel, et al., 2005).

Economics and Energetics of Organic and Conventional Farming

Pimentel (1993) stated, “One advantage of farming organically would be farming maize whereas a disadvantage of farming organically would be if one were farming fruits or vegetables.” In the majority of cases, farming organically requires more labor inputs than farming conventionally, yet is geared towards conserving the soil and water resources that are available.

Organic farming defined as a system in which synthetic chemical fertilizers, pesticides, and growth regulators were not used. A focus on the economic, labor, and energy inputs of organic agricultural technologies compared with conventional agricultural production. Maize and potatoes were the two crops chosen for this study since they are grown worldwide and receive applications of commercial fertilizers and pesticides.

Pimentel (1993) found that organic production of maize requires less fossil energy, and it produces higher yields than conventional crop production. Crop production per unit of labor in organic systems can be lower than crop production in conventional systems. When growing fruits or vegetables under organic conditions, yields can be reduced substantially due to pest outbreaks that cannot be controlled with the use of chemical pesticides. There is a 50% higher loss to insects and diseases in organic potato production than in conventional potato production (Pimentel, 1993).

Comparison of Consumer Perceptions and Preference Toward Organic Versus Conventionally Produced Foods

Yiridoe, Bonti-Ankomah, and Martin (2005) discussed the interest in organic agriculture rapidly growing. This has influenced many people to conduct studies that compare growing organically to growing conventionally. This study in particular focused on evaluating a series of empirical studies that compared organic products to conventionally grown products. Some of the things that the study emphasized were the definition of organically grown food for consumer demand, the consumer's level of awareness of organic food, the organic consumer attitude and preference, the profile of an organic consumer, and how much the consumer is willing to pay for an organically grown product.

Yiridoe, Bonti-Ankomah, and Martin (2005) found that many people are willing to pay the price for an organic product since they see it as an investment for their health and overall well-being. The study suggested that some consumer knowledge about organics existed, but there are many inconsistencies with people knowing what organic really means. The study found that characteristics such as taste, freshness, and appearance influence a consumer's preference towards organic. The study found that the demand for an organic product greatly depends on the difference in price for similar conventionally grown products. Another important finding of the study was that in all regions across the world, people prefer locally grown produce instead of shipped-in produce (Yiridoe, Bonti-Ankomah, and Martin, 2005).

Survey of Vesicular–Arbuscular Mycorrhizae in Lettuce Production in Relation to Management and Soil Factors

Miller and Jackson (1998) assessed the occurrence of vesicular–arbuscular mycorrhizae root colonization (VAM) and the spore number in the soil of eighteen different lettuce producing fields in California. The management practices and the soil characteristics of these heavy producing lettuce fields was collected, which displayed a wide range of different conditions. Statistical analysis was used to explain the relationships that existed between the VAM and these soil characteristics.

Chemical inputs, such as pesticides and high amounts of Phosphorus and Nitrogen fertilizers, had a tendency to decrease the VAM colonization in lettuce. Positive associations with VAM colonization of lettuce roots were found when soil organic matter amendments were added. Other positive results came when there were other host crops in the rotation and also when there was a balance in the carbon to phosphorus soil ratio and also when there was a balance in the carbon to nitrogen soil ratio. There was a strong correlation between the number of VAM spores present in the soil and the number of other host crops that were rotated in the soil. There was an inversely relationship between high total nitrogen, carbon, and phosphorus, as well as cation exchange capacity when comparing it to the soil spore number. The results of this study were compared with other studies that investigated the effects of soil conditions on mycorrhizal occurrence in agriculture (Miller and Jackson, 1998).

Commodity Profile: Lettuce

Boriss and Brunke (2005) discussed lettuce as a general commodity, history of the crop, the market structure, consumer demand, lettuce imports and exports, and the supply of the

lettuce. Lettuce is believed to be one of the first vegetables brought to the new world. Lettuce, in terms of production value, is the leading vegetable crop in the United States and 90% of United States production is located in California and Arizona. Lettuce production occurs year-round between production seasons between California and Arizona. The California season is from April through October and the Arizona season is from November through March. There are only a few firms that are responsible for growing, processing, and transporting the lettuce. Improving freshness, variety, and the packaging convenience of the lettuce drives consumer demand. The United States is the second largest producing country behind China, producing 9.7 billion pounds in 2004. The value of the United States lettuce production in 2004 was more than \$2 billion. As far as exports are concerned, a large percentage is shipped out of the United States and into Canada and Mexico. On the other hand, lettuce imports in the United States have increased from \$9.4 million in 1989 to \$37.3 million in 2004 (Boriss and Brunke, 2005).

Chapter 3

METHODOLOGY

Procedures for Data Collection

Lettuce production in California exists along the Central Coast, the Imperial Valley, and the Central Valley. The Central Coast was chosen for this study since it is the location where the inherited land exists. Lettuce production along the Central Coast occurs on a seasonal basis and is considered to be one of the major production areas in California (Boriss and Brunke, 2005).

In analyzing the transition costs of organic land certification one must look at the rules, regulations, and time withdrawal period to officially become organically certified. The source for this information is from the California Certified Organic Farmer (CCOF), which has all the step-by-step detailed information on how a producer would certify his land as organic. The CCOF is a non-profit membership based organic certification and trade association, dedicated to promoting and supporting organic food and agriculture. CCOF provides organic certification through a premier organic certification program (CCOF Website, 2010). A compilation of this data will allow the researcher to thoroughly understand the process of getting land organically certified as well as the transition costs that are acquired throughout the process.

Projecting future price and yields for organic leaf lettuce and conventional head lettuce as well as to develop cost budgets, a profit and loss statement, a net returns over operating costs statement, and a cash flows budget projected out to a twenty-year period one must look at historical price and yield data for these two crops. Costs vary depending on if the grower is

growing from an organic or conventional stance, but the same costs will be used for the entire twenty year period since it is assumed that there will not be any changes in these costs over this time period. This assumption will force the researcher to collect the most recent year available for these costs in order to get an accurate comparison for the twenty-year period.

A leading vegetable firm out of Spreckels, California farms leaf lettuce from an organic stance, and they are also one of the main producers in California. This makes them a reliable source for organic leaf lettuce price and yield data since they have been in the industry for many years and have been successful at establishing their company in the produce industry. The organic leaf lettuce price and yield data for the years 1990 through 2010 was gathered from this leading vegetable firm. The years 2011 through 2030 price and yield projections for organic leaf lettuce is based off this data collected from the leading vegetable firm. The most recent year cost study for organic leaf lettuce was obtained from the United States Department of Agriculture and is based off the costs specifically related to the Central Coast region.

Conventional head lettuce price and yield data for the years 1990 through 2010 was gathered from the United States Department of Agriculture. The years 2011 through 2030 price and yield projections for conventional head lettuce is based off this data collected from the United States Department of Agriculture. The most recent year cost study for conventional head lettuce was obtained from the United States Department of Agriculture and is based off the costs specifically related to the Central Coast region. The gathering of this data from the leading vegetable firm as well as the United States Department of Agriculture will allow the researcher to conduct the analysis in a reliable manner since both of these sources are reliable and constantly updating their data.

Procedures for Data Analysis

CCOF was used to show the organic certification process. This process is shown through six general steps. The researcher displayed the time period, rules, and regulations that a farmer must precisely follow in order for his land to become organically certified. Following these steps the researcher discussed the different benefits and detriments that occur throughout the process of becoming organically certified.

The price and yield data was converted to the same units in order to project future price and yields for organically and conventionally grown lettuce. The projections are based off the trend created from the data that ranged from the years 1990 through 2010 for both organic leaf and conventional head lettuce. These historical trends along with Excel allowed the researcher to make accurate price and yield projections for organic leaf lettuce and conventional head lettuce.

The Excel forecast command tool was used to project both the price and yield data. The forecasting tool would project the future price and yield data based off the gathered twenty years of data that ranged from the years 1990 through 2010. These price and yield projections represent the years 2011 through 2030 and were considered reliable since they displayed a similar trend when comparing it to the historical trend mentioned above. In completing the above projections for price and yield the researcher completed a price and yield projections table that is projected out from the years 2011 through 2030.

The most recent year found for both organic leaf lettuce and conventional head lettuce costs in the Central Coast Region is 2009. These costs are used to create a cost per acre budget for organic leaf lettuce and conventional head lettuce.

A profit and loss statement was made at this time based off the projected price and yields along with the assumed fixed costs for both types of lettuce. It is made up of a revenue section at

the top displaying that current years price and yield data. The bottom line of that section is the Total Revenue line, which is calculated by multiplying the price by the yield for each year. A Cultural and Harvest Cost section comes next and displays the same Total Operating Costs incurred for every year due to the assumption that the costs will not change over the twenty-year period. A Contribution Margin section follows and is calculated by subtracting the Total Operating Costs from the Total Revenue for all of the years. The next section is the Profit or Loss section and this line of the statement is calculated by subtracting the Overhead Costs from the Contribution Margin. The Present Value section follows and is calculated by multiplying the Profit or Loss value by the present value factor of $1/1+0.04^n$ year. The Net Present Value is calculated by it is the sum of all years Present Values. For example the 2013 Net Present Value will be a sum of 2011, 2012, and 2013 Present Values.

A Net Returns Over Operating Costs Statement is created by using the same projected price, yield, and cost data that was used above. Each square in this table is calculated by multiplying the price by the yield as well as subtracting out Total Operating Costs. This table is used in determining the yields that need to be achieved in order to breakeven with these projected price and costs.

Cash flow budgets, projected out to a twenty-year period for organic leaf lettuce and conventional head lettuce, are created based off of these price, yield, and cost projections. The different timings of each cost category are taken into consideration in developing the cash flows as well as the different times of harvest for the two different types of lettuce. As a result revenues and costs come at different times of the year depending on whether growing conventional head lettuce or organic leaf lettuce. A starting amount of thirty thousand dollars of tax-free inheritance was inputted into both the conventional head lettuce and organic leaf lettuce cash flows. This

amount covers all losses throughout the twenty-year period and is tax-free due to the fact that it was inherited gradually over time. All statements mentioned are performed from both a conventional head lettuce and organic leaf lettuce-growing stance.

These financial budgets illustrate the price, yield, and cost differences that occur between organic leaf lettuce and conventional head lettuce. The program Excel aided in creating all the financial budgets for both organic leaf lettuce and conventional head lettuce. The time period of becoming organically certified was critical to take into consideration throughout the study since a price premium will only be granted if the land is organically certified by the United States Department of Agriculture.

The cash flows budget aids in determining whether there is enough money to cover all potential losses over the twenty-year period. The net return above operating costs allows the researcher to know whether the breakeven yields are achievable. The main goal is to see if it is worth converting your land to organic opposed to growing conventionally. Another goal of these comparisons is to give a grower a general idea of what costs they will be incurring if they decide to grow from an organic or from a conventional stance. A decision was made by comparing the contribution margin, the present value, as well as the net present value of the conventional head lettuce and the organic leaf lettuce. These variables are all calculated under the profit and loss statement for both conventional head lettuce and organic leaf lettuce. The results of these variables aid in determining whether organic leaf lettuce or conventional head lettuce is more feasible or profitable to grow on the inherited land that exists along the Central Coast.

Assumptions

Costs vary depending on if the grower is growing from an organic or conventional stance, but the same costs are used for the entire twenty-year period since it is assumed that there are not

any changes in these costs over this time period. A starting amount of thirty thousand dollars of tax-free inheritance is input to both the conventional head lettuce and organic leaf lettuce cash flows. This amount is tax-free due to the fact that it was inherited gradually over time.

Limitations

The information used on the prepared financial budgets are projections and therefore are estimates. The final decision is based on these projections and therefore the final decision relies on the accuracy of these estimations.

Chapter 4

DEVELOPMENT OF THE STUDY

The CCOF Website does a really good job of summarizing the Organic Certification Process in six easy steps. The CCOF Website (2010) claims, “that when you become certified you will be producing healthy organic foods, and you will be making a commitment to your customers. CCOF will honor this commitment to your customers by offering certification your customers can trust”. The CCOF Website’s (2010) Six Step Process is described below.

The Organic Certification Process:

1. Complete and Submit the Application. Complete your Organic System Plan (OSP) and application. The CCOF certification application guides you through the required organic standards and helps you document your organic operation. Mail your application to the CCOF home office and include the one-time \$275 application fee.
2. Review Stage 1. Your application will be reviewed by a CCOF certification specialist to assess whether you are ready to move forward towards organic certification. If so, you will be assigned to a Regional Service Representative (RSR) who will arrange for a trained inspector to come to your operation to perform an on-site inspection.
3. Inspection. The purpose of the inspection is to verify that what is detailed in your Organic System Plan and application is what is happening in practice. The inspector will submit an inspection report to CCOF.
4. Review Stage 2. CCOF certification specialists will review the inspection report alongside your initial application and OSP. Any issues of non-compliance or requests for further information will be addressed with you.
5. Certification Status Notification. Upon successful completion of the review process, you will receive a letter from CCOF to inform you of your certification status and any requirements for ongoing certification.
6. Annual Renewal Process. To remain certified in good standing, every operation must be re-inspected annually. Each year your certification will be renewed and annual certification fees are due. When CCOF grants an operation a status of Organic Certification, it issues a federal license that will be held by you, the client, until it is withdrawn, suspended, or revoked.

Source: California Certified Organic Farmers (CCOF). 2010. “Becoming Certified-Six Simple Steps.” Certification Process, May.

The above process is relevant to the study since it is a description of what needs to be done in order to grow lettuce under organic certification. The critical factor that the study takes into consideration is the fact that for the first three years of organic production the organic price will not be granted due to the lag period that will take place from becoming organically certified. It is critical to also note that during this three year time period organic costs will be incurred on top of not receiving the organic price premiums. So overall you will be incurring higher costs without receiving the price premium for the first three years of organic production. This three-year period represents the transition costs that are incurred when growing from an organic stance compared to growing from a conventional stance. After the third year of producing organically, the organic price premium will be granted if the certification process is a success. At this time the grower will be, from then on, receiving the organic price premium if they keep up with the annual requirements that were mentioned above (CCOF Website, 2010). The Organic System Plan (OSP) requires organic farmers to have practice and procedure methods used on their farm such as a weed management plan or how their crops are managed and harvested. It requires you to describe the substances used on your farm. An example would be the types of herbicides, insecticides, and fungicides that are used on the farm. Monitoring practices and procedures are required to be in the OSP. This would be a schedule of when monitoring will take place and how it will be performed. Compost management would be an example of this. How and when the compost will be treated and stored, or how the temperature of the compost will be taken. Recordkeeping solutions are required for the OSP and an example of this would be how would every soil amendment be documented for the farm. Contamination prevention is required by the OSP and an example would be how and when harmful wastes are disposed. OSP requires any additional information that would help the agent decide whether to grant certification.

Table 1: Organic Leaf Lettuce and Conventional Head Lettuce Price/Unit and Yields for the Years 1990 through 2030

Organic Leaf Lettuce			Conventional Head Lettuce	
Year	Price/Unit	Yield	Price/Unit	Yield
1990	\$4.05	752.41	\$4.68	862.50
1991	\$6.75	550.80	\$4.88	837.50
1992	\$6.04	701.80	\$4.72	900.00
1993	\$6.95	661.85	\$5.20	900.00
1994	\$5.50	508.50	\$6.60	825.00
1995	\$4.29	445.69	\$5.84	7262.50
1996	\$5.58	704.79	\$10.00	725.00
1997	\$3.23	1224.59	\$6.20	875.00
1998	\$4.15	585.24	\$6.52	787.50
1999	\$6.27	446.19	\$5.48	950.00
2000	\$9.75	691.24	\$7.56	975.00
2001	\$10.68	681.98	\$7.40	950.00
2002	\$4.41	598.88	\$5.96	950.00
2003	\$7.19	668.70	\$8.40	937.50
2004	\$7.01	582.28	\$6.04	925.00
2005	\$6.07	482.85	\$6.32	975.00
2006	\$7.41	708.79	\$7.12	900.00
2007	\$8.22	614.92	\$7.80	887.50
2008	\$7.64	470.61	\$6.52	887.50
2009	\$8.48	1303.48	\$7.56	925.00
2010	\$8.13	720.72	\$7.68	807.96
2011	\$8.29	740.63	\$7.79	886.72
2012	\$8.51	741.68	\$7.81	879.21
2013	\$8.68	757.43	\$6.81	876.64
2014	\$9.14	771.07	\$8.43	822.50
2015	\$9.34	768.18	\$7.64	925.00
2016	\$8.74	753.29	\$7.68	896.05
2017	\$9.56	760.33	\$7.62	877.40
2018	\$9.07	828.20	\$7.97	969.69
2019	\$9.32	842.94	\$8.04	870.25
2020	\$9.29	840.70	\$7.98	866.88
2021	\$9.46	860.12	\$8.04	963.72
2022	\$9.21	879.99	\$8.23	922.50
2023	\$10.18	891.39	\$8.31	933.40
2024	\$10.14	908.73	\$8.45	952.53
2025	\$10.29	916.01	\$8.54	984.32
2026	\$10.27	908.07	\$8.47	995.06
2027	\$10.36	917.88	\$8.52	975.32
2028	\$10.20	915.63	\$8.58	980.54
2029	\$10.05	891.43	\$8.62	985.91
2030	\$9.75	955.46	\$8.68	990.95

Source: Farm Manager, 2011. Leading Vegetable Firm. Personal Interview, Lemoore (April 17).
Source: United States Department of Agriculture, National Agricultural Statistics Service, Vegetables Summary, 2010.

Table 1 was generated from the data gathered from the Leading Vegetable Firm and the United States Department of Agriculture. The projected data for the years 2011 through 2030 is considered reliable since their trends match the trends of the data for the years 1990 through 2010, which were collected from the reliable sources that were mentioned above. This trend being a general upward sloping trend for price and yield for both organic leaf lettuce and conventional head lettuce. These trends are displayed below in Figures 1 and 2. The blue line represents organic leaf lettuce and the red line represents conventional head lettuce.

Figure 1: Organic and Conventional Price/Unit Trend for the years 1990 through 2030

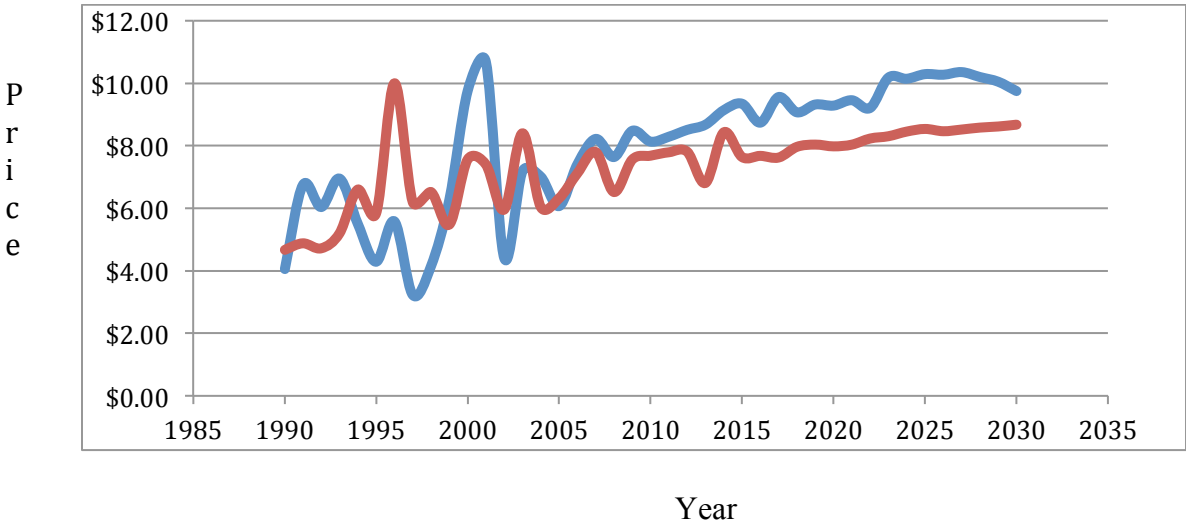


Figure 2: Organic and Conventional Yield Trend for the years 1990 through 2030

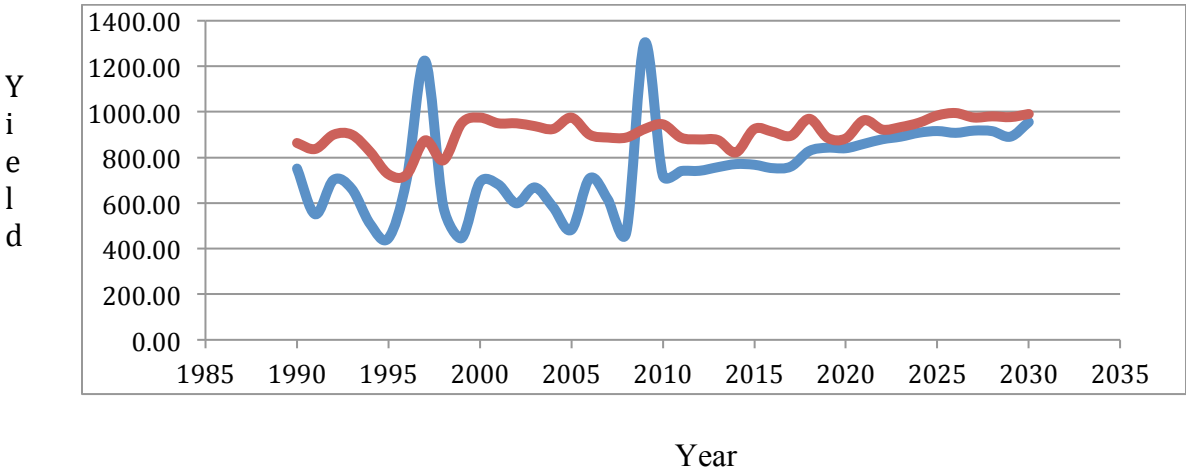


Table 2: Cost per Acre to Produce Organic Leaf Lettuce on the Central Coast of California for the Years 2011 through 2030

Operation	Labor Cost	Fuel,Lube,& Repairs	Material Cost	Custom/Rent	Total Cost
Cultural Costs					
Fertilize: Gypsum/Compost	\$0	\$0	\$121	\$30	\$151
Land Prep: Sub Soil	\$13	\$51	\$0	\$0	\$64
Land Prep: Disc & Roll 2X	\$6	\$25	\$0	\$0	\$31
Land Prep: Chisel 2X	\$7	\$29	\$0	\$0	\$36
Land Prep: Land plane field 2X	\$5	\$21	\$0	\$0	\$26
Cover Crop: Plant 1X/2Yr	\$1	\$2	\$36	\$0	\$39
Cover Crop: Mow 1X/2Yr	\$1	\$2	\$0	\$0	\$3
Cover Crop: Disc 2X/2Yr	\$2	\$6	\$0	\$0	\$8
Land Prep: Disc & Roll 1X	\$3	\$13	\$0	\$0	\$16
Land Prep: List Beds/Fertilize: (Pelleted Chicken Manure)	\$0	\$0	\$250	\$25	\$275
Irrigate: Preirrigate - Sprinkle	\$27	\$0	\$17	\$0	\$44
Weed: Cultivate 2X (Rolling Cultivator)	\$5	\$9	\$0	\$0	\$14
Land Prep: Shape beds & roll	\$5	\$10	\$0	\$0	\$15
Plant: Lettuce	\$9	\$13	\$148	\$0	\$170
Insect: Plant Insectory (Alyssum Seed)	\$1	\$2	\$1	\$0	\$4
Irrigate: Sprinkle 3X	\$41	\$0	\$25	\$0	\$66
Stand Establishment: Thin. Weed: Hand Hoe	\$219	\$0	\$0	\$0	\$219
Weed: Cultivate	\$2	\$4	\$0	\$0	\$6
Irrigate: Lay drip line and laterals (drip tape)	\$63	\$43	\$196	\$0	\$302
Fertilize: Sidedress 1X (Bloodmeal)	\$4	\$5	\$338	\$0	\$347
Irrigate: Drip 5X	\$10	\$0	\$100	\$0	\$110
Fertilize: through drip (Phytamin)	\$0	\$0	\$87	\$0	\$87
Pest: Worms (Dipel)/Aphid (Pyganic)	\$0	\$0	\$66	\$25	\$91
Weed: Cultivate/Furrow 2X (Break Bottoms)	\$5	\$9	\$0	\$0	\$14
Weed: Hand Hoe	\$162	\$0	\$0	\$0	\$162
Irrigate: Retrieve Drip and Laterals	\$113	\$62	\$0	\$0	\$175
Pest: Pest Management Consultant	\$0	\$0	\$0	\$30	\$30
Pickup use	\$30	\$26	\$0	\$0	\$56
Total Cultural Costs	\$734	\$332	\$1,385	\$110	\$2,561
Harvest Costs					
Cut, Wrap, Pack, Haul	\$0	\$0	\$0	\$3,113	\$3,113
Cool, Palletize, Sell	\$0	\$0	\$0	\$1,725	\$1,725
Postharvest: Chop stubble	\$3	\$7	\$0	\$0	\$10
Total Harvest Costs	\$3	\$7	\$0	\$4,838	\$4,848
TOTAL OPERATING COSTS/ACRE	\$737	\$339	\$1,385	\$4,948	\$7,409
Operation					
Overhead Costs					
Land Rent					\$1,200
Office Expense					\$127
Field Sanitation (Toilets)					\$63
Liability Insurance					\$2
Annual Organic Certification Fees					\$90
Property Taxes					\$7
Property Insurance					\$6
Investment Repairs					\$12
Total Overhead Costs					\$1,507
Total Costs/Acre	\$737	\$339	\$1,385	\$4,948	\$8,916

Source: Tourte, Laura, Richard F. Smith, Karen M. Klonsky, and Richard L. De Moura. 2009. "Sample Costs to Produce Organic Leaf Lettuce in the Central Coast Region, SLO County." University of California Cooperative Extensions May. pp. 10-17.

Table 3: Cost per Acre to Produce Conventional Head Lettuce on the Central Coast of California for the Years 2011 through 2030

Operation	Labor Cost	Fuel,Lube,& Repairs	Material Cost	Custom/Rent	Total Cost
Cultural Costs					
Land Prep: Disk 5X	\$12	\$46	\$0	\$0	\$58
Land Prep: Rip 2X	\$21	\$79	\$0	\$0	\$100
Land Prep: Level (Triplane) 1X/2Yrs, charge 1/4 per crop	\$1	\$4	\$0	\$0	\$5
Soil Amendment: (Compost) 1X/2 crops (1/2 cost)	\$0	\$0	\$50	\$14	\$64
Land Prep: Chisel 2X	\$6	\$21	\$0	\$0	\$27
Land Prep: List Beds (GPS). Fertilize: (8-8-8)	\$0	\$0	\$220	\$18	\$238
Land Prep: Lilliston (rolling cultivator) 2X	\$6	\$15	\$0	\$0	\$21
Land Prep: Shape beds	\$4	\$12	\$0	\$0	\$16
Plant. (Iceberg seed). Weed: (Kerb, Prefar). Insect (Mustang). Anticrustant (Spray Aide)	\$3	\$9	\$402	\$0	\$414
Irrigate: Layout and/or Pickup Sprinkler Pipe	\$155	\$85	\$0	\$0	\$240
Irrigate: Sprinkle 3X (includes 1X prethin)	\$17	\$0	\$21	\$0	\$38
Weed: Cultivate	\$2	\$4	\$0	\$0	\$6
Plant: Thin Lettuce	\$91	\$0	\$0	\$0	\$91
Irrigate: Sprinkle	\$21	\$0	\$85	\$0	\$106
Weed: Cultivate and Run Bottoms	\$2	\$2	\$0	\$0	\$4
Fertilize: Sidedress (UN32)	\$6	\$16	\$90	\$0	\$112
Disease: Mildew (Manex), Sclerotinia (Endura). Insects: Aphid (Acephate)	\$0	\$0	\$96	\$25	\$121
Weed: Hand Hoe	\$68	\$0	\$0	\$0	\$68
Disease: Mildew (Manex). Insects: Aphid (Acephate, MSR), Worms (Radiant)	\$0	\$0	\$113	\$25	\$138
Disease: Mildew (Manex, Previcur) Insects: Aphid (Movento, MSR), Worms (Radiant)	\$0	\$0	\$154	\$25	\$179
Disease: Mildew (Phosphite). Insects: Aphid (Provado), Worms (Radiant)	\$0	\$0	\$73	\$33	\$106
Pest: Pest Management Consultant	0	0	0	30	\$30
Pickup use	23	26	0	0	\$49
Total Cultural Costs	\$438	\$319	\$1,304	\$170	\$2,231
Harvest Costs					
Cut, Wrap, Pack, Haul	\$0	\$0	\$4,200	\$0	\$4,200
Cool, Palletize, Sell	\$0	\$0	\$1,256	\$0	\$1,256
Total Harvest Costs	\$0	\$0	\$5,456	\$0	\$5,456
TOTAL OPERATING COSTS/ACRE	\$438	\$319	\$6,760	\$170	\$7,687
Operation					
Overhead Costs					
Liability Insurance					\$1
Office Expense					\$125
Field Sanitation (Toilets)					\$28
Land Rent					\$900
Food Safety Certification					\$50
Property Taxes					\$7
Property Insurance					\$6
Investment Repairs					\$12
Total Overhead Costs					\$1,129
Total Costs/Acre	\$438	\$319	\$6,760	\$170	\$8,816

Source: Smith, Richard F., Karen M. Klonsky, and Richard L. De Moura. 2009. "Sample Costs to Produce Head Lettuce in the Central Coast Region, SLO County." University of California Cooperative Extensions May. pp. 10-16.

Table 2 and Table 3 were made based off the 2009 Cost Data for the Central Coast Region. An assumption was made that this cost data will not change over the twenty-year time period. The organic leaf lettuce Total Costs are \$8916 per acre compared to the conventional head lettuce Total Costs of \$8816 per acre. There was a difference of approximately \$100 between the two growing methods, organic leaf being a little more expensive than conventional head.

Table 4: Organic Leaf Lettuce Profit/Loss Statement showing the Top Three Most Profitable Years for the Years 2011 through 2030 on a Per Acre Basis

<u>Year</u>	<u>2025</u>	<u>2026</u>	<u>2027</u>
Revenue			
Total Cartons Harvested	916.01	908.07	917.88
Price Per Carton	\$10.29	\$10.27	\$10.36
Total Revenue	\$9,426	\$9,326	\$9,509
Costs			
Cultural Costs	\$2,561	\$2,561	\$2,561
Harvest Costs	\$4,848	\$4,848	\$4,848
Total Operating Costs	\$7,409	\$7,409	\$7,409
Contribution Margin without Harvest Costs	\$6,865	\$6,765	\$6,948
Contribution Margin with Harvest Costs	\$2,017	\$1,917	\$2,100
Overhead Costs	\$1,507	\$1,507	\$1,507
Total Costs	\$8,916	\$8,916	\$8,916
Profit/Loss without Harvest Costs	\$5,357	\$5,257	\$5,441
Present Value without Harvest Costs	\$2,974	\$2,807	\$2,793
Net Present Value without Harvest Costs	\$35,544	\$38,351	\$41,145
Profit/Loss with Harvest Costs	\$510	\$410	\$593
Present Value with Harvest Costs	\$283	\$219	\$305
Net Present Value with Harvest Costs	(\$18,357)	(\$18,139)	(\$17,834)

* Due to the fact that the top three years show losses indicates that the projected yield amounts for conventional head lettuce were too low.

Table 5: Conventional Head Lettuce Profit/Loss Statement showing the Top Three Most Profitable Years for the Years 2011 through 2030 on a Per Acre Basis

<u>Year</u>	<u>2028</u>	<u>2029</u>	<u>2030</u>
Revenue			
Total Cartons Harvested	980.54	985.91	990.95
Price Per Carton	\$8.58	\$8.62	\$8.68
Total Revenue	\$8,413	\$8,499	\$8,601
Costs			
Cultural Costs	\$2,231	\$2,231	\$2,231
Harvest Costs	\$5,456	\$5,456	\$5,456
Total Operating Costs	\$7,687	\$7,687	\$7,687
Contribution Margin without Harvest Costs	\$6,182	\$6,268	\$6,370
Contribution Margin with Harvest Costs	\$726	\$812	\$914
Overhead Costs	\$1,129	\$1,129	\$1,129
Total Costs	\$8,816	\$8,816	\$8,816
Profit/Loss without Harvest Costs	\$5,053	\$5,138	\$5,241
Present Value without Harvest Costs	\$2,494	\$2,438	\$2,392
Net Present Value without Harvest Costs	\$49,921	\$52,360	\$54,752
Profit/Loss with Harvest Costs	(\$403)	(\$317)	(\$215)
Present Value with Harvest Costs	(\$199)	(\$151)	(\$98)
Net Present Value with Harvest Costs	(\$19,148)	(\$19,298)	(\$19,396)

When comparing the Profit and Loss Statements for the organic leaf lettuce to the conventional head lettuce the researcher has discovered that growing from an organic leaf approach will be more profitable on the Central Coast of California. The three-year lag period to become organically certified was taken into account and the organic leaf lettuce was still able to out perform the conventional head lettuce on a Profit/Loss, Present Value, and Net Present Value basis. Table 4 and Table 5 display the top three profiting years for both of the types of lettuce. The highest Profit or Loss with harvest costs for the organic leaf lettuce was \$593 in 2027 also with a Present Value of \$305 and a Net Present Value of **(\$17,834)**. The highest Profit or Loss

with harvest costs for the conventional head lettuce was (\$215) in 2030 also with a Present Value of (\$98) and a Net Present Value of (\$19,396). These negative Net Present Values would have indicated to exit the industry as soon as they became negative which was within the first five years of production.

The low results allowed the researcher to re-evaluate the variables Profit/Loss, Present Value, and Net Present Value on a basis that excludes harvest costs. This is done since some growers prefer to separate harvest costs from total cash costs in order to reflect total growing costs. The results in this case are a little different. In terms of Profit/Loss without harvest costs organic leaf lettuce will out perform conventional head lettuce with \$5,441.24 made in the year 2027. In terms of Present Value without harvest costs the organic leaf lettuce will out perform conventional head lettuce with a present value of \$2,974.96 in the year 2025. Finally in terms of Net Present Value without harvest costs the conventional head lettuce will out perform the organic leaf lettuce with a net present value of \$54,752.67 in the year 2030. The results without harvest costs, growing from either an organic or conventional stance, suggests that it would be best to be a lettuce harvest company initially on the Central Coast before integrating into growing the lettuce. This will result in much lower harvest costs and will result in much higher of a profit margin shown above in Table 4 and Table 5. Overall, in the case without any harvest costs the results still suggest that organic leaf lettuce will outperform conventional head lettuce. The entire Profit and Loss Statement for both organic leaf lettuce and conventional head lettuce can be seen in the Appendix sections.

Table 6: Organic Leaf Lettuce Net Returns Above Operating Costs Using Price in Ascending Order for the Years 2011 through 2030

\$ / Box	Cartons Per Acre					
	725	825	925	1025	1125	1225
\$8.29	(\$1,398.75)	(\$570)	\$259	\$1,088	\$1,917	\$2,746
\$8.51	(\$1,239.25)	(\$388)	\$463	\$1,314	\$2,165	\$3,016
\$8.68	(\$1,116.00)	(\$248)	\$620	\$1,488	\$2,356	\$3,224
\$8.74	(\$1,072.50)	(\$199)	\$676	\$1,550	\$2,424	\$3,298
\$9.07	(\$833.25)	\$74	\$981	\$1,888	\$2,795	\$3,702
\$9.14	(\$782.50)	\$132	\$1,046	\$1,960	\$2,874	\$3,788
\$9.21	(\$731.75)	\$189	\$1,110	\$2,031	\$2,952	\$3,873
\$9.29	(\$673.75)	\$255	\$1,184	\$2,113	\$3,042	\$3,971
\$9.32	(\$652.00)	\$280	\$1,212	\$2,144	\$3,076	\$4,008
\$9.34	(\$637.50)	\$297	\$1,231	\$2,165	\$3,099	\$4,033
\$9.46	(\$550.50)	\$396	\$1,342	\$2,288	\$3,234	\$4,180
\$9.56	(\$478.00)	\$478	\$1,434	\$2,390	\$3,346	\$4,302
\$9.75	(\$340.25)	\$635	\$1,610	\$2,585	\$3,560	\$4,535
\$10.05	(\$122.75)	\$882	\$1,887	\$2,892	\$3,897	\$4,902
\$10.14	(\$57.50)	\$957	\$1,971	\$2,985	\$3,999	\$5,013
\$10.18	(\$28.50)	\$990	\$2,008	\$3,026	\$4,044	\$5,062
\$10.20	(\$14.00)	\$1,006	\$2,026	\$3,046	\$4,066	\$5,086
\$10.27	\$36.75	\$1,064	\$2,091	\$3,118	\$4,145	\$5,172
\$10.29	\$51.25	\$1,080	\$2,109	\$3,138	\$4,167	\$5,196
\$10.36	\$102.00	\$1,138	\$2,174	\$3,210	\$4,246	\$5,282

Table 6 shows the returns for organic leaf lettuce at the projected prices per carton for the years 2011 through 2030. The prices are listed in ascending order and are not in chronologic order to show the breakeven yields on a per acre basis. If you are receiving yields in the seven hundreds then you can expect a breakeven price of approximately \$10.27. If you are receiving yields in the eight hundreds then you can expect a breakeven price of approximately \$9.07 and so on. Overall Table 6 is good to use as an aid in determining if breakeven yields are realistically achievable. This table can aid in making a management decision by if the breakeven yields are at an unrealistic level, then a grower can decide not to grow. If the breakeven yields are at a realistic level then the management decision to grow the crop can be made.

Table 7: Conventional Head Lettuce Net Returns Above Operating Costs Using Price in Ascending Order for the Years 2011 through 2030

\$ /Box	Cartons Per Acre					
	900	1000	1100	1200	1300	1400
\$6.81	(\$1,558)	(\$877)	(\$196)	\$485	\$1,166	\$1,847
\$7.62	(\$829)	(\$67)	\$695	\$1,457	\$2,219	\$2,981
\$7.64	(\$811)	(\$47)	\$717	\$1,481	\$2,245	\$3,009
\$7.68	(\$775)	(\$7)	\$761	\$1,529	\$2,297	\$3,065
\$7.79	(\$676)	\$103	\$882	\$1,661	\$2,440	\$3,219
\$7.81	(\$658)	\$123	\$904	\$1,685	\$2,466	\$3,247
\$7.97	(\$514)	\$283	\$1,080	\$1,877	\$2,674	\$3,471
\$7.98	(\$505)	\$293	\$1,091	\$1,889	\$2,687	\$3,485
\$8.04	(\$451)	\$353	\$1,157	\$1,961	\$2,765	\$3,569
\$8.04	(\$451)	\$353	\$1,157	\$1,961	\$2,765	\$3,569
\$8.23	(\$280)	\$543	\$1,366	\$2,189	\$3,012	\$3,835
\$8.31	(\$208)	\$623	\$1,454	\$2,285	\$3,116	\$3,947
\$8.43	(\$100)	\$743	\$1,586	\$2,429	\$3,272	\$4,115
\$8.45	(\$82)	\$763	\$1,608	\$2,453	\$3,298	\$4,143
\$8.47	(\$64)	\$783	\$1,630	\$2,477	\$3,324	\$4,171
\$8.52	(\$19)	\$833	\$1,685	\$2,537	\$3,389	\$4,241
\$8.54	(\$1)	\$853	\$1,707	\$2,561	\$3,415	\$4,269
\$8.58	\$35	\$893	\$1,751	\$2,609	\$3,467	\$4,325
\$8.62	\$71	\$933	\$1,795	\$2,657	\$3,519	\$4,381
\$8.68	\$125	\$993	\$1,861	\$2,729	\$3,597	\$4,465

Table 7 shows the returns for conventional head lettuce at the projected prices per carton for the years 2011 through 2030. Prices are listed in ascending order, not in chronologic order to show the breakeven yields on a per acre basis. If one received yields in the upper nine hundreds then one can expect a breakeven price of approximately \$8.58. If one received yields of 1000 cartons per acre then one could expect a breakeven price of approximately \$7.79 and so on. Overall Table 7 is good to use as an aid in determining if breakeven yields are realistically achievable. This table can aid in making a management decision by if the breakeven yields are at an unrealistic level, then a grower can decide not to grow. If the breakeven yields are at a realistic level then the management decision to grow the crop can be made.

The Cash flow statements for both organic leaf lettuce production and conventional head lettuce production are provided in the Appendix for the years 2011 through 2030. The two cash flow statements show monthly and annual revenues and costs associated with both organic leaf lettuce and conventional head lettuce. When looking at the organic leaf lettuce cash flows statement a significant year to look at is the year 2023 since this is the first year when the ending cash balance is greater than the beginning cash balance. This means that costs were covered that year and the operation was able to make a profit. This increase in cash flows can be seen in the remaining years of 2024 through 2030 for organic leaf lettuce production. This indicated that organic leaf lettuce production would eventually start covering costs unlike conventional head lettuce was able to do.

When looking at the conventional head lettuce cash flows statement there is no significant year to look at since there is no year in which the ending cash balance is greater than the beginning cash balance. This indicates that the industry must be left and the money should be invested into something that would generate a profit off an interest rate such as a T-bill. This supports the fact that organic leaf lettuce is more feasible to produce along the Central Coast of California when comparing it to conventional head lettuce. The tax-free inherited \$30,000 will cover all losses incurred no matter if the researcher grows organically or conventionally. It is critical to again emphasize that the best-case scenario would be to establish a lettuce harvest company along the Central Coast of California before attempting to farm the lettuce. Establishing a harvest company first will allow the researcher to receive much lower harvest costs allowing the profit margin to drastically increase. Even if this scenario were to take place, organic leaf lettuce would be the most profitable and feasible when comparing it to conventional head lettuce.

The appendix has the Profit and Loss Statement and the Statement of Cash Flows in entirety for organic leaf lettuce and conventional head lettuce. These statements are for the years ranging from 2011 through 2030. The Profit and Loss Statement displays the contribution margin, the present value, and net present values with and without harvest costs for the two types of lettuce. It shows a breakdown of revenues and costs for all of the years as well as providing the reader with a visual on how successful each type of lettuce did over the time period.

The Statement of Cash Flows main goal is to allow the farm manager to make sure that the inflow of income will be able to cover the costs that will be incurred throughout the year. It also provides the reader with a categorized breakdown of the monthly costs that will be incurred on an annual basis when farming either types of lettuce. Both types of lettuce were unable to do this without the tax-free \$30,000 of family inheritance. The organic leaf lettuce showed profits from the years 2023 through 2030 and could potentially continue making a profit beyond the year 2030. The conventional head lettuce was unable to make a profit in any of the years forcing the grower out of the industry. The \$30,000 allowed the researcher to evaluate whether revenues would eventually start covering costs. This was seen from an organic stance but not from a conventional one. It is also critical to note that Harvest costs were included when creating the cash flow statements for both type of lettuce.

Chapter 5

SUMMARY, CONCLUSIONS, AND RECOMMENDATIONS

Summary

In determining whether organic leaf lettuce or conventional head lettuce would be more feasible and profitable on the Central Coast Region of California the researcher projected future price and yields for organic leaf lettuce and conventional head lettuce out to a twenty-year period and also analyzed the transition costs of getting land organically certified. These projected price and yield data was then used to create cost budgets, a profit and loss statement, a net returns over operating costs statement, and a cash flows budget projected out to a twenty-year period for organic leaf lettuce and conventional head lettuce. The determining variables in the study were the comparison of the contribution margin, profit/loss margin, the present value, and the net present value for organic leaf lettuce compared to conventional head lettuce.

Conclusion

The study found that organic leaf lettuce would be more profitable and feasible to grow on the Central Coast of California compared to conventional head lettuce. This conclusion is based on the twenty years of projected price and yield data for the two types of lettuce. Harvest costs were the main issue when trying to make a profit whether it was growing from an organic or conventional stance. The \$30,000 of tax-free inheritance was critical to consider since this amount of money, whether inherited or given to through a loan, will be necessary to possess in trying to farm either types of lettuce on the Central Coast of California. The cash flows budget

was able to display this need since there was a loss found in the majority of the years of production no matter if it was organically grown or conventionally grown. This could be due to too low of price and yield projections performed by the researcher for the years 2011 through 2030.

Recommendations

The study found that an investor's best interest would be to own a lettuce harvest company on the Central Coast before looking into integrating into actually being a lettuce grower. This would allow the grower to receive lower harvest costs, which would increase the contribution margin, profit margin, present value, and net present value. If this was the case, the investor would still want to grow from an organic leaf lettuce stance since the variables stated above are at more desirable levels when comparing them to the conventional head lettuce. In both scenarios, with full or with discounted harvest costs, organic leaf lettuce will outperform conventional head lettuce on the Central Coast of California.

This study can be conducted using any type of crop comparison in any desired area. The critical part is finding the data for those desired crops in that desired area. Farmers could use this study, or a similar type of study, in determining whether to or whether not to expand their business by growing new crops. The potential crops that the farmer might grow can be compared through this study in order to receive some feedback that could influence their management decision-making process.

References Cited

- Bazar, N. L. 2009. "Powdery Mildew Cost Comparison." Unpublished Senior Project. California Polytechnic State University, San Luis Obispo. Project #9.
- Boriss, Hayley and Henrich Brunke 2005. "Commodity Profile: Lettuce." *Agricultural Marketing Resource Center*, Agricultural Issues Center, October Vol:4 pp 1-4.
- California Certified Organic Farmers (CCOF). 2010. "Becoming Certified-Six Simple Steps." Certification Process, May.
- California Department of Food and Agriculture, California Agricultural Resource Directory, Vegetable and Melon Crops, 2010–2011.
- Farm Manager, 2011. Leading Vegetable Firm. Personal Interview, Lemoore (April 17).
- Deese, S. D. 2010. "Economic Analysis: Weeding Techniques for Organic Farms." Unpublished Senior Project. California Polytechnic State University, San Luis Obispo. Project #14. pp 37.
- Haile, Fikru J., D. L. Kerns, J. M. Richardson, and L. G. Higley. 2000 "Impact of Insecticides and Surfactant on Lettuce Physiology and Yield." *Journal of Economic Entomology* (93 :3). March 789-794.
- Johnson, Marshall W., N. C. Toscano, H. T. Reynolds, E. S. Sylvester, K. Kido, and E. T. Natwick. 1982 "Whiteflies Cause Problems for Southern California Growers." *California Agriculture*: September-October: 24-26.
- Miller, R. L. and L. E. Jackson 1998. "Survey of Vesicular–Arbuscular Mycorrhizae in Lettuce Production in Relation to Management and Soil Factors." *The Journal of Agricultural Science*: (130). February 173-182.
- Pimentel, David 1993. "Economics and Energetics of Organic and Conventional Farming." *Journal of Agricultural and Environmental Ethics*: pp 53-60.
- Pimentel, David, H. Acquay, M. Biltonen, P. Rice, M. Silva, J. Nelson, V. Lipner, S. Giordano, A. Horowitz, and M. D'Amore 1992. "Environmental and Economic Costs of Pesticide Use." *BioScience*: (42: 10) February 750-760.
- Pimentel, David, Paul Hepperly, James Hanson, David Douds, and Rita Seidel 2005. "Environmental, Energetic, and Economic Comparisons of Organic and Conventional Farming Systems." *BioScience* (55: 7). August 573-582.

- Polat, E., H. Demir, and A. N. Onus 2008. "Comparison of Some Yield and Quality Criteria in Organically and Conventionally Grown Lettuce." *African Journal of Biotechnology* (7: 9). January 1235-1239.
- Smith, Richard F., Karen M. Klonsky, and Richard L. De Moura. 2009. "Sample Costs to Produce Head Lettuce on the Central Coast Region." University of California Cooperative Extensions May. pp. 10-16.
- Tourte, Laura, Richard F. Smith, Karen M. Klonsky, and Richard L. De Moura. 2009. "Sample Costs to Produce Organic Leaf Lettuce on the Central Coast Region." University of California Cooperative Extensions May. pp. 10-17.
- United States Department of Agriculture, National Agricultural Statistics Service. Census of Agriculture: Vegetables, Potatoes, and Melons, 2007.
- United States Department of Agriculture, National Agricultural Statistics Service, Vegetables Summary, 2010.
- Yiridoe, Emmanuel, Samuel Bonti-Ankomah, and Ralph Martin 2005. "Comparison of Consumer Perceptions and Preference Toward Organic Versus Conventionally Produced Foods." *Renewable Agriculture and Food Systems* (20: 4). October 193-205.

APPENDIX

Table 8: Organic Leaf Lettuce Profit/Loss Statement for the Years 2011 through 2030

	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>
Revenue					
Total Cartons Harvested	740.63	741.68	757.43	771.07	768.18
Price Per Carton	\$7.79	\$7.81	\$6.81	\$9.14	\$9.34
Total Revenue	\$5,770	\$5,793	\$5,158	\$7,048	\$7,175
Costs					
Cultural Costs	\$2,561	\$2,561	\$2,561	\$2,561	\$2,561
Harvest Costs	\$4,848	\$4,848	\$4,848	\$4,848	\$4,848
Total Operating Costs	\$7,409	\$7,409	\$7,409	\$7,409	\$7,409
Contribution Margin without Harvest Costs	\$3,209	\$3,232	\$2,597	\$4,487	\$4,614
Contribution Margin with Harvest Costs	(\$1,639)	(\$1,616)	(\$2,251)	(\$361)	(\$234)
Overhead Costs	\$1,507	\$1,507	\$1,507	\$1,507	\$1,507
Total Costs	\$8,916	\$8,916	\$8,916	\$8,916	\$8,916
Profit/Loss without Harvest Costs	\$1,701.51	\$1,724.52	\$1,090.10	\$2,979.58	\$3,106.80
Present Value without Harvest Costs	\$1,636.07	\$1,594.42	\$969.09	\$2,546.96	\$2,553.56
Net Present Value without Harvest Costs	\$1,636.07	\$3,230.48	\$4,199.57	\$6,746.53	\$9,300.10
Profit/Loss with Harvest Costs	(\$3,146)	(\$3,123)	(\$3,758)	(\$1,868)	(\$1,741)
Present Value with Harvest Costs	(\$3,025)	(\$2,888)	(\$3,341)	(\$1,597)	(\$1,431)
Net Present Value with Harvest Costs	(\$3,025)	(\$5,913)	(\$9,254)	(\$10,851)	(\$12,282)

	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>
Revenue					
Total Cartons Harvested	753.29	760.33	828.2	842.94	840.7
Price Per Carton	\$8.74	\$9.56	\$9.07	\$9.32	\$9.29
Total Revenue	\$6,584	\$7,269	\$7,512	\$7,856	\$7,810
Costs					
Cultural Costs	\$2,561	\$2,561	\$2,561	\$2,561	\$2,561
Harvest Costs	\$4,848	\$4,848	\$4,848	\$4,848	\$4,848
Total Operating Costs	\$7,409	\$7,409	\$7,409	\$7,409	\$7,409
Contribution Margin without Harvest Costs	\$4,023	\$4,708	\$4,951	\$5,295	\$5,249
Contribution Margin with Harvest Costs	(\$825)	(\$140)	\$103	\$447	\$401
Overhead Costs	\$1,507	\$1,507	\$1,507	\$1,507	\$1,507
Total Costs	\$8,916	\$8,916	\$8,916	\$8,916	\$8,916
Profit/Loss without Harvest Costs	\$2,515.75	\$3,200.75	\$3,443.77	\$3,788.20	\$3,742.10
Present Value without Harvest Costs	\$1,988.24	\$2,432.31	\$2,516.33	\$2,661.54	\$2,528.07
Net Present Value without Harvest Costs	\$11,288.33	\$13,720.64	\$16,236.98	\$18,898.52	\$21,426.57
Profit/Loss with Harvest Costs	(\$2,332)	(\$1,647)	(\$1,404)	(\$1,060)	(\$1,106)
Present Value with Harvest Costs	(\$1,843)	(\$1,252)	(\$1,026)	(\$745)	(\$747)
Net Present Value with Harvest Costs	(\$14,126)	(\$15,377)	(\$16,403)	(\$17,148)	(\$17,895)

	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>
Revenue					
Total Cartons Harvested	860.12	879.99	891.39	908.73	916.01
Price Per Carton	\$9.46	\$9.21	\$10.18	\$10.14	\$10.29
Total Revenue	\$8,137	\$8,105	\$9,074	\$9,215	\$9,426
Costs					
Cultural Costs	\$2,561	\$2,561	\$2,561	\$2,561	\$2,561
Harvest Costs	\$4,848	\$4,848	\$4,848	\$4,848	\$4,848
Total Operating Costs	\$7,409	\$7,409	\$7,409	\$7,409	\$7,409
Contribution Margin without Harvest Costs	\$5,576	\$5,544	\$6,513	\$6,654	\$6,865
Contribution Margin with Harvest Costs	\$728	\$696	\$1,665	\$1,806	\$2,017
Overhead Costs	\$1,507	\$1,507	\$1,507	\$1,507	\$1,507
Total Costs	\$8,916	\$8,916	\$8,916	\$8,916	\$8,916
Profit/Loss without Harvest Costs	\$4,068.74	\$4,036.71	\$5,006.35	\$5,146.52	\$5,357.74
Present Value without Harvest Costs	\$2,642.97	\$2,521.32	\$3,006.68	\$2,971.99	\$2,974.90
Net Present Value without Harvest Costs	\$24,069.52	\$26,590.84	\$29,597.52	\$32,569.51	\$35,544.40
Profit/Loss with Harvest Costs	(\$779)	(\$811)	\$158	\$299	\$510
Present Value with Harvest Costs	(\$506)	(\$507)	\$95	\$172	\$283
Net Present Value with Harvest Costs	(\$18,401)	(\$18,908)	(\$18,813)	(\$18,641)	(\$18,358)

	<u>2026</u>	<u>2027</u>	<u>2028</u>	<u>2029</u>	<u>2030</u>
Revenue					
Total Cartons Harvested	908.07	917.88	915.63	891.43	955.46
Price Per Carton	\$10.27	\$10.36	\$10.20	\$10.05	\$9.75
Total Revenue	\$9,326	\$9,509	\$9,339	\$8,959	\$9,316
Costs					
Cultural Costs	\$2,561	\$2,561	\$2,561	\$2,561	\$2,561
Harvest Costs	\$4,848	\$4,848	\$4,848	\$4,848	\$4,848
Total Operating Costs	\$7,409	\$7,409	\$7,409	\$7,409	\$7,409
Contribution Margin without Harvest Costs	\$6,765	\$6,948	\$6,778	\$6,398	\$6,755
Contribution Margin with Harvest Costs	\$1,917	\$2,100	\$1,930	\$1,550	\$1,907
Overhead Costs	\$1,507	\$1,507	\$1,507	\$1,507	\$1,507
Total Costs	\$8,916	\$8,916	\$8,916	\$8,916	\$8,916
Profit/Loss without Harvest Costs	\$5,257.88	\$5,441.24	\$5,271.43	\$4,890.87	\$5,247.70
Present Value without Harvest Costs	\$2,807.22	\$2,793.39	\$2,602.12	\$2,321.42	\$2,395.00
Net Present Value without Harvest Costs	\$38,351.70	\$41,145.08	\$43,747.21	\$46,068.62	\$48,463.60
Profit/Loss with Harvest Costs	\$410	\$593	\$423	\$43	\$400
Present Value with Harvest Costs	\$219	\$305	\$209	\$20	\$182
Net Present Value with Harvest Costs	(\$18,139)	(\$17,834)	(\$17,625)	(\$17,605)	(\$17,420)

Table 9: Organic Leaf Lettuce Cash Flows Statement for the Years 2011 through 2030

	October	November	December	January	February	March	April	May
Beginning Cash Balance	\$30,000	\$29,607	\$29,607	\$29,607	\$29,607	\$29,607	\$29,589	\$29,589
Cash Inflow								
Organic Leaf Lettuce Production	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Inflow	\$30,000	\$29,607	\$29,607	\$29,607	\$29,607	\$29,607	\$29,589	\$29,589
Cultural Costs								
Fertilize: Gypsum/Compost	\$151							
Land Prep: Sub Soil	\$64							
Land Prep: Disc & Roll 2X	\$31							
Land Prep: Chisel 2X	\$37							
Land Prep: Land plane field 2X	\$26							
Cover Crop: Plant 1X/2Yr	\$39							
Cover Crop: Mow 1X/2Yr						\$3		
Cover Crop: Disc 2X/2Yr						\$8		
Land Prep: Disc & Roll 1X								
Land Prep: List Beds/Fertilize: (Pelleted Chicken Manure)								
Irrigate: Preirrigate - Sprinkle								
Weed: Cultivate 2X (Rolling Cultivator)								
Land Prep: Shape beds & roll								
Plant: Lettuce								
Insect: Plant Insectory (Alyssum Seed)								
Irrigate: Sprinkle 3X								
Stand Establishment: Thin. Weed: Hand Hoe								
Weed: Cultivate								
Irrigate: Lay drip line and laterals (drip tape)								
Fertilize: Sidedress 1X (Bloodmeal)								
Irrigate: Drip 5X								
Fertilize: through drip (Phytamin)								
Pest: Worms (Dipel)/Aphid (Pyganic)								
Weed: Cultivate/Furrow 2X (Break Bottoms)								
Weed: Hand Hoe								
Irrigate: Retrieve Drip and Laterals								
Pest: Pest Management Consultant								
Pickup use	\$6					\$6		
Total Cultural Costs	\$354	\$0	\$0	\$0	\$0	\$17	\$0	\$0
Harvest Costs								
Cut, Wrap, Pack, Haul								
Cool, Palletize, Sell								
Postharvest: Chop stubble								
Total Harvest Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Operating Costs Per Acre	\$354	\$0	\$0	\$0	\$0	\$17	\$0	\$0
Overhead Costs								
Land Rent								
Office Expense	\$25							
Field Sanitation (Toilets)								
Liability Insurance								
Annual Organic Certification Fees								
Property Taxes	\$7							
Property Insurance	\$6							
Investment Repairs	\$1					\$1		
Total Overhead Costs	\$39	\$0	\$0	\$0	\$0	\$1	\$0	\$0
Total Costs	\$393	\$0	\$0	\$0	\$0	\$18	\$0	\$0
Cash Surplus/Deficit	\$29,607	\$29,607	\$29,607	\$29,607	\$29,607	\$29,589	\$29,589	\$29,589
Cash Transactions								
Beginning Cash Balance	\$30,000	\$29,607	\$29,607	\$29,607	\$29,607	\$29,607	\$29,589	\$29,589
Cash Surplus/Deficit	\$29,607	\$29,607	\$29,607	\$29,607	\$29,607	\$29,589	\$29,589	\$29,589
Ending Cash Balance	\$29,607	\$29,607	\$29,607	\$29,607	\$29,607	\$29,589	\$29,589	\$29,589

	June	July	August	September	October	November	Total
Beginning Cash Balance	\$29,589	\$29,589	\$29,589	\$28,962	\$26,666	\$26,306	\$407,914
Cash Inflow							
Organic Leaf Lettuce Production	\$0	\$0	\$0	\$0	\$0	\$5,770	\$5,770
Total Inflow	\$29,589	\$29,589	\$29,589	\$28,962	\$26,666	\$32,076	\$413,684
Cultural Costs							
Fertilize: Gypsum/Compost							\$151
Land Prep: Sub Soil							\$64
Land Prep: Disc & Roll 2X							\$31
Land Prep: Chisel 2X							\$37
Land Prep: Land plane field 2X							\$26
Cover Crop: Plant 1X/2Yr							\$39
Cover Crop: Mow 1X/2Yr							\$3
Cover Crop: Disc 2X/2Yr							\$8
Land Prep: Disc & Roll 1X			\$16				\$16
Land Prep: List Beds/Fertilize: (Pelleted Chicken Manure)			\$275				\$275
Irrigate: Preirrigate - Sprinkle			\$44				\$44
Weed: Cultivate 2X (Rolling Cultivator)			\$14				\$14
Land Prep: Shape beds & roll			\$15				\$15
Plant: Lettuce			\$169				\$169
Insect: Plant Insectory (Alyssum Seed)			\$4				\$4
Irrigate: Sprinkle 3X			\$44	\$22			\$66
Stand Establishment: Thin. Weed: Hand Hoe				\$219			\$219
Weed: Cultivate				\$7			\$7
Irrigate: Lay drip line and laterals (drip tape)				\$301			\$301
Fertilize: Sidedress 1X (Bloodmeal)				\$347			\$347
Irrigate: Drip 5X				\$27	\$56	\$27	\$110
Fertilize: through drip (Phytamin)				\$29	\$58		\$87
Pest: Worms (Dipel)/Aphid (Pyganic)				\$91			\$91
Weed: Cultivate/Furrow 2X (Break Bottoms)				\$7	\$7		\$14
Weed: Hand Hoe					\$162		\$162
Irrigate: Retrieve Drip and Laterals						\$175	\$175
Pest: Pest Management Consultant			\$8	\$8	\$8	\$8	\$32
Pickup use			\$11	\$11	\$11	\$11	\$56
Total Cultural Costs	\$0	\$0	\$600	\$1,069	\$302	\$221	\$2,563
Harvest Costs							
Cut, Wrap, Pack, Haul						\$3,113	\$3,113
Cool, Palletize, Sell						\$1,725	\$1,725
Postharvest: Chop stubble						\$11	\$11
Total Harvest Costs	\$0	\$0	\$0	\$0	\$0	\$4,838	\$4,838
Total Operating Costs Per Acre	\$0	\$0	\$600	\$1,069	\$302	\$5,059	\$7,401
Overhead Costs							
Land Rent				\$1,200			\$1,200
Office Expense			\$25	\$25	\$25	\$25	\$125
Field Sanitation (Toilets)					\$31	\$31	\$62
Liability Insurance						\$15	\$15
Annual Organic Certification Fees						\$90	\$90
Property Taxes							\$7
Property Insurance							\$6
Investment Repairs			\$2	\$2	\$2	\$2	\$10
Total Overhead Costs	\$0	\$0	\$27	\$1,227	\$58	\$163	\$1,515
Total Costs	\$0	\$0	\$627	\$2,296	\$360	\$5,222	\$8,916
Cash Surplus/Deficit	\$29,589	\$29,589	\$28,962	\$26,666	\$26,306	\$26,854	\$404,768
Cash Transactions							
Beginning Cash Balance	\$29,589	\$29,589	\$29,589	\$28,962	\$26,666	\$26,306	\$407,914
Cash Surplus/Deficit	\$29,589	\$29,589	\$28,962	\$26,666	\$26,306	\$26,854	\$404,768
Ending Cash Balance	\$29,589	\$29,589	\$28,962	\$26,666	\$26,306	\$26,854	\$404,768

	<u>October</u>	<u>November</u>	<u>December</u>	<u>January</u>	<u>February</u>	<u>March</u>	<u>April</u>	<u>May</u>
Beginning Cash Balance	\$26,854	\$26,461	\$26,461	\$26,461	\$26,461	\$26,461	\$26,443	\$26,443
Cash Inflow								
Organic Leaf Lettuce Production	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Inflow	\$26,854	\$26,461	\$26,461	\$26,461	\$26,461	\$26,461	\$26,443	\$26,443
Cultural Costs								
Fertilize: Gypsum/Compost	\$151							
Land Prep: Sub Soil	\$64							
Land Prep: Disc & Roll 2X	\$31							
Land Prep: Chisel 2X	\$37							
Land Prep: Land plane field 2X	\$26							
Cover Crop: Plant 1X/2Yr	\$39							
Cover Crop: Mow 1X/2Yr						\$3		
Cover Crop: Disc 2X/2Yr						\$8		
Land Prep: Disc & Roll 1X								
Land Prep: List Beds/Fertilize: (Pelleted Chicken Manure)								
Irrigate: Preirrigate - Sprinkle								
Weed: Cultivate 2X (Rolling Cultivator)								
Land Prep: Shape beds & roll								
Plant: Lettuce								
Insect: Plant Insectory (Alyssum Seed)								
Irrigate: Sprinkle 3X								
Stand Establishment: Thin. Weed: Hand Hoe								
Weed: Cultivate								
Irrigate: Lay drip line and laterals (drip tape)								
Fertilize: Sidedress 1X (Bloodmeal)								
Irrigate: Drip 5X								
Fertilize: through drip (Phytamin)								
Pest: Worms (Dipel)/Aphid (Pyganic)								
Weed: Cultivate/Furrow 2X (Break Bottoms)								
Weed: Hand Hoe								
Irrigate: Retrieve Drip and Laterals								
Pest: Pest Management Consultant								
Pickup use	\$6					\$6		
Total Cultural Costs	\$354	\$0	\$0	\$0	\$0	\$17	\$0	\$0
Harvest Costs								
Cut, Wrap, Pack, Haul								
Cool, Palletize, Sell								
Postharvest: Chop stubble								
Total Harvest Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Operating Costs Per Acre	\$354	\$0	\$0	\$0	\$0	\$17	\$0	\$0
Overhead Costs								
Land Rent								
Office Expense	\$25							
Field Sanitation (Toilets)								
Liability Insurance								
Annual Organic Certification Fees								
Property Taxes	\$7							
Property Insurance	\$6							
Investment Repairs	\$1					\$1		
Total Overhead Costs	\$39	\$0	\$0	\$0	\$0	\$1	\$0	\$0
Total Costs	\$393	\$0	\$0	\$0	\$0	\$18	\$0	\$0
Cash Surplus/Deficit	\$26,461	\$26,461	\$26,461	\$26,461	\$26,461	\$26,443	\$26,443	\$26,443
Cash Transactions								
Beginning Cash Balance	\$26,854	\$26,461	\$26,461	\$26,461	\$26,461	\$26,461	\$26,443	\$26,443
Cash Surplus/Deficit	\$26,461	\$26,461	\$26,461	\$26,461	\$26,461	\$26,443	\$26,443	\$26,443
Ending Cash Balance	\$26,461	\$26,461	\$26,461	\$26,461	\$26,461	\$26,443	\$26,443	\$26,443

	<u>June</u>	<u>July</u>	<u>August</u>	<u>September</u>	<u>October</u>	<u>November</u>	<u>Total</u>
Beginning Cash Balance	\$26,443	\$26,443	\$26,443	\$25,816	\$23,520	\$23,160	\$363,863
Cash Inflow							
Organic Leaf Lettuce Production	\$0	\$0	\$0	\$0	\$0	\$5,793	\$5,793
Total Inflow	\$26,443	\$26,443	\$26,443	\$25,816	\$23,520	\$28,952	\$369,656
Cultural Costs							
Fertilize: Gypsum/Compost							\$151
Land Prep: Sub Soil							\$64
Land Prep: Disc & Roll 2X							\$31
Land Prep: Chisel 2X							\$37
Land Prep: Land plane field 2X							\$26
Cover Crop: Plant 1X/2Yr							\$39
Cover Crop: Mow 1X/2Yr							\$3
Cover Crop: Disc 2X/2Yr							\$8
Land Prep: Disc & Roll 1X			\$16				\$16
Land Prep: List Beds/Fertilize: (Pelleted Chicken Manure)			\$275				\$275
Irrigate: Preirrigate - Sprinkle			\$44				\$44
Weed: Cultivate 2X (Rolling Cultivator)			\$14				\$14
Land Prep: Shape beds & roll			\$15				\$15
Plant: Lettuce			\$169				\$169
Insect: Plant Insectory (Alyssum Seed)			\$4				\$4
Irrigate: Sprinkle 3X			\$44	\$22			\$66
Stand Establishment: Thin. Weed: Hand Hoe				\$219			\$219
Weed: Cultivate				\$7			\$7
Irrigate: Lay drip line and laterals (drip tape)				\$301			\$301
Fertilize: Sidedress 1X (Bloodmeal)				\$347			\$347
Irrigate: Drip 5X				\$27	\$56	\$27	\$110
Fertilize: through drip (Phytamin)				\$29	\$58		\$87
Pest: Worms (Dipel)/Aphid (Pyganic)				\$91			\$91
Weed: Cultivate/Furrow 2X (Break Bottoms)				\$7	\$7		\$14
Weed: Hand Hoe					\$162		\$162
Irrigate: Retrieve Drip and Laterals						\$175	\$175
Pest: Pest Management Consultant			\$8	\$8	\$8	\$8	\$32
Pickup use			\$11	\$11	\$11	\$11	\$56
Total Cultural Costs	\$0	\$0	\$600	\$1,069	\$302	\$221	\$2,563
Harvest Costs							
Cut, Wrap, Pack, Haul						\$3,113	\$3,113
Cool, Palletize, Sell						\$1,725	\$1,725
Postharvest: Chop stubble						\$11	\$11
Total Harvest Costs	\$0	\$0	\$0	\$0	\$0	\$4,838	\$4,838
Total Operating Costs Per Acre	\$0	\$0	\$600	\$1,069	\$302	\$5,059	\$7,401
Overhead Costs							
Land Rent				\$1,200			\$1,200
Office Expense			\$25	\$25	\$25	\$25	\$125
Field Sanitation (Toilets)					\$31	\$31	\$62
Liability Insurance						\$15	\$15
Annual Organic Certification Fees						\$90	\$90
Property Taxes							\$7
Property Insurance							\$6
Investment Repairs			\$2	\$2	\$2	\$2	\$10
Total Overhead Costs	\$0	\$0	\$27	\$1,227	\$58	\$163	\$1,515
Total Costs	\$0	\$0	\$627	\$2,296	\$360	\$5,222	\$8,916
Cash Surplus/Deficit	\$26,443	\$26,443	\$25,816	\$23,520	\$23,160	\$23,730	\$360,740
Cash Transactions							
Beginning Cash Balance	\$26,443	\$26,443	\$26,443	\$25,816	\$23,520	\$23,160	\$363,863
Cash Surplus/Deficit	\$26,443	\$26,443	\$25,816	\$23,520	\$23,160	\$23,730	\$360,740
Ending Cash Balance	\$26,443	\$26,443	\$25,816	\$23,520	\$23,160	\$23,730	\$360,740

	<u>October</u>	<u>November</u>	<u>December</u>	<u>January</u>	<u>February</u>	<u>March</u>	<u>April</u>	<u>May</u>
Beginning Cash Balance	\$23,730	\$23,337	\$23,337	\$23,337	\$23,337	\$23,337	\$23,319	\$23,319
Cash Inflow								
Organic Leaf Lettuce Production	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Inflow	✓ \$23,730	✓ \$23,337	✓ \$23,337	✓ \$23,337	✓ \$23,337	✓ \$23,337	✓ \$23,319	✓ \$23,319
Cultural Costs								
Fertilize: Gypsum/Compost	\$151							
Land Prep: Sub Soil	\$64							
Land Prep: Disc & Roll 2X	\$31							
Land Prep: Chisel 2X	\$37							
Land Prep: Land plane field 2X	\$26							
Cover Crop: Plant 1X/2Yr	\$39							
Cover Crop: Mow 1X/2Yr						\$3		
Cover Crop: Disc 2X/2Yr						\$8		
Land Prep: Disc & Roll 1X								
Land Prep: List Beds/Fertilize: (Pelleted Chicken Manure)								
Irrigate: Preirrigate - Sprinkle								
Weed: Cultivate 2X (Rolling Cultivator)								
Land Prep: Shape beds & roll								
Plant: Lettuce								
Insect: Plant Insectory (Alyssum Seed)								
Irrigate: Sprinkle 3X								
Stand Establishment: Thin. Weed: Hand Hoe								
Weed: Cultivate								
Irrigate: Lay drip line and laterals (drip tape)								
Fertilize: Sidedress 1X (Bloodmeal)								
Irrigate: Drip 5X								
Fertilize: through drip (Phytamin)								
Pest: Worms (Dipel)/Aphid (Pyganic)								
Weed: Cultivate/Furrow 2X (Break Bottoms)								
Weed: Hand Hoe								
Irrigate: Retrieve Drip and Laterals								
Pest: Pest Management Consultant								
Pickup use	\$6					\$6		
Total Cultural Costs	✓ \$354	✓ \$0	✓ \$0	✓ \$0	✓ \$0	✓ \$17	✓ \$0	✓ \$0
Harvest Costs								
Cut, Wrap, Pack, Haul								
Cool, Palletize, Sell								
Postharvest: Chop stubble								
Total Harvest Costs	✓ \$0	✓ \$0	✓ \$0	✓ \$0	✓ \$0	✓ \$0	✓ \$0	✓ \$0
Total Operating Costs Per Acre	\$354	\$0	\$0	\$0	\$0	\$17	\$0	\$0
Overhead Costs								
Land Rent								
Office Expense	\$25							
Field Sanitation (Toilets)								
Liability Insurance								
Annual Organic Certification Fees								
Property Taxes	\$7							
Property Insurance	\$6							
Investment Repairs	\$1					\$1		
Total Overhead Costs	✓ \$39	✓ \$0	✓ \$0	✓ \$0	✓ \$0	✓ \$1	✓ \$0	✓ \$0
Total Costs	\$393	\$0	\$0	\$0	\$0	\$18	\$0	\$0
Cash Surplus/Deficit	\$23,337	\$23,337	\$23,337	\$23,337	\$23,337	\$23,319	\$23,319	\$23,319
Cash Transactions								
Beginning Cash Balance	\$23,730	\$23,337	\$23,337	\$23,337	\$23,337	\$23,337	\$23,319	\$23,319
Cash Surplus/Deficit	\$23,337	\$23,337	\$23,337	\$23,337	\$23,337	\$23,319	\$23,319	\$23,319
Ending Cash Balance	\$23,337	\$23,337	\$23,337	\$23,337	\$23,337	\$23,319	\$23,319	\$23,319

	June	July	August	September	October	November	Total
Beginning Cash Balance	\$23,319	\$23,319	\$23,319	\$22,692	\$20,396	\$20,036	\$320,134
Cash Inflow							
Organic Leaf Lettuce Production	\$0	\$0	\$0	\$0	\$0	\$5,158	\$5,158
Total Inflow	\$23,319	\$23,319	\$23,319	\$22,692	\$20,396	\$25,194	\$325,292
Cultural Costs							
Fertilize: Gypsum/Compost							\$151
Land Prep: Sub Soil							\$64
Land Prep: Disc & Roll 2X							\$31
Land Prep: Chisel 2X							\$37
Land Prep: Land plane field 2X							\$26
Cover Crop: Plant 1X/2Yr							\$39
Cover Crop: Mow 1X/2Yr							\$3
Cover Crop: Disc 2X/2Yr							\$8
Land Prep: Disc & Roll 1X			\$16				\$16
Land Prep: List Beds/Fertilize: (Pelleted Chicken Manure)			\$275				\$275
Irrigate: Preirrigate - Sprinkle			\$44				\$44
Weed: Cultivate 2X (Rolling Cultivator)			\$14				\$14
Land Prep: Shape beds & roll			\$15				\$15
Plant: Lettuce			\$169				\$169
Insect: Plant Insectory (Alyssum Seed)			\$4				\$4
Irrigate: Sprinkle 3X			\$44	\$22			\$66
Stand Establishment: Thin. Weed: Hand Hoe				\$219			\$219
Weed: Cultivate				\$7			\$7
Irrigate: Lay drip line and laterals (drip tape)				\$301			\$301
Fertilize: Sidedress 1X (Bloodmeal)				\$347			\$347
Irrigate: Drip 5X				\$27	\$56	\$27	\$110
Fertilize: through drip (Phytamin)				\$29	\$58		\$87
Pest: Worms (Dipel)/Aphid (Pyganic)				\$91			\$91
Weed: Cultivate/Furrow 2X (Break Bottoms)				\$7	\$7		\$14
Weed: Hand Hoe					\$162		\$162
Irrigate: Retrieve Drip and Laterals						\$175	\$175
Pest: Pest Management Consultant			\$8	\$8	\$8	\$8	\$32
Pickup use			\$11	\$11	\$11	\$11	\$56
Total Cultural Costs	\$0	\$0	\$600	\$1,069	\$302	\$221	\$2,563
Harvest Costs							
Cut, Wrap, Pack, Haul						\$3,113	\$3,113
Cool, Palletize, Sell						\$1,725	\$1,725
Postharvest: Chop stubble						\$11	\$11
Total Harvest Costs	\$0	\$0	\$0	\$0	\$0	\$4,838	\$4,838
Total Operating Costs Per Acre	\$0	\$0	\$600	\$1,069	\$302	\$5,059	\$7,401
Overhead Costs							
Land Rent				\$1,200			\$1,200
Office Expense			\$25	\$25	\$25	\$25	\$125
Field Sanitation (Toilets)					\$31	\$31	\$62
Liability Insurance						\$15	\$15
Annual Organic Certification Fees						\$90	\$90
Property Taxes							\$7
Property Insurance							\$6
Investment Repairs			\$2	\$2	\$2	\$2	\$10
Total Overhead Costs	\$0	\$0	\$27	\$1,227	\$58	\$163	\$1,515
Total Costs	\$0	\$0	\$627	\$2,296	\$360	\$5,222	\$8,916
Cash Surplus/Deficit	\$23,319	\$23,319	\$22,692	\$20,396	\$20,036	\$19,972	\$316,376
Cash Transactions							
Beginning Cash Balance	\$23,319	\$23,319	\$23,319	\$22,692	\$20,396	\$20,036	\$320,134
Cash Surplus/Deficit	\$23,319	\$23,319	\$22,692	\$20,396	\$20,036	\$19,972	\$316,376
Ending Cash Balance	\$23,319	\$23,319	\$22,692	\$20,396	\$20,036	\$19,972	\$316,376

	October	November	December	January	February	March	April	May
Beginning Cash Balance	\$19,972	\$19,579	\$19,579	\$19,579	\$19,579	\$19,579	\$19,561	\$19,561
Cash Inflow								
Organic Leaf Lettuce Production	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Inflow	\$19,972	\$19,579	\$19,579	\$19,579	\$19,579	\$19,579	\$19,561	\$19,561
Cultural Costs								
Fertilize: Gypsum/Compost	\$151							
Land Prep: Sub Soil	\$64							
Land Prep: Disc & Roll 2X	\$31							
Land Prep: Chisel 2X	\$37							
Land Prep: Land plane field 2X	\$26							
Cover Crop: Plant 1X/2Yr	\$39							
Cover Crop: Mow 1X/2Yr						\$3		
Cover Crop: Disc 2X/2Yr						\$8		
Land Prep: Disc & Roll 1X								
Land Prep: List Beds/Fertilize: (Pelleted Chicken Manure)								
Irrigate: Preirrigate - Sprinkle								
Weed: Cultivate 2X (Rolling Cultivator)								
Land Prep: Shape beds & roll								
Plant: Lettuce								
Insect: Plant Insectory (Alyssum Seed)								
Irrigate: Sprinkle 3X								
Stand Establishment: Thin. Weed: Hand Hoe								
Weed: Cultivate								
Irrigate: Lay drip line and laterals (drip tape)								
Fertilize: Sidedress 1X (Bloodmeal)								
Irrigate: Drip 5X								
Fertilize: through drip (Phytamin)								
Pest: Worms (Dipel)/Aphid (Pyganic)								
Weed: Cultivate/Furrow 2X (Break Bottoms)								
Weed: Hand Hoe								
Irrigate: Retrieve Drip and Laterals								
Pest: Pest Management Consultant								
Pickup use	\$6					\$6		
Total Cultural Costs	\$354	\$0	\$0	\$0	\$0	\$17	\$0	\$0
Harvest Costs								
Cut, Wrap, Pack, Haul								
Cool, Palletize, Sell								
Postharvest: Chop stubble								
Total Harvest Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Operating Costs Per Acre	\$354	\$0	\$0	\$0	\$0	\$17	\$0	\$0
Overhead Costs								
Land Rent								
Office Expense	\$25							
Field Sanitation (Toilets)								
Liability Insurance								
Annual Organic Certification Fees								
Property Taxes	\$7							
Property Insurance	\$6							
Investment Repairs	\$1					\$1		
Total Overhead Costs	\$39	\$0	\$0	\$0	\$0	\$1	\$0	\$0
Total Costs	\$393	\$0	\$0	\$0	\$0	\$18	\$0	\$0
Cash Surplus/Deficit	\$19,579	\$19,579	\$19,579	\$19,579	\$19,579	\$19,561	\$19,561	\$19,561
Cash Transactions								
Beginning Cash Balance	\$19,972	\$19,579	\$19,579	\$19,579	\$19,579	\$19,579	\$19,561	\$19,561
Cash Surplus/Deficit	\$19,579	\$19,579	\$19,579	\$19,579	\$19,579	\$19,561	\$19,561	\$19,561
Ending Cash Balance	\$19,579	\$19,579	\$19,579	\$19,579	\$19,579	\$19,561	\$19,561	\$19,561

	June	July	August	September	October	November	Total
Beginning Cash Balance	\$19,561	\$19,561	\$19,561	\$18,934	\$16,638	\$16,278	\$267,524
Cash Inflow							
Organic Leaf Lettuce Production	\$0	\$0	\$0	\$0	\$0	\$7,048	\$7,048
Total Inflow	\$19,561	\$19,561	\$19,561	\$18,934	\$16,638	\$23,326	\$274,571
Cultural Costs							
Fertilize: Gypsum/Compost							\$151
Land Prep: Sub Soil							\$64
Land Prep: Disc & Roll 2X							\$31
Land Prep: Chisel 2X							\$37
Land Prep: Land plane field 2X							\$26
Cover Crop: Plant 1X/2Yr							\$39
Cover Crop: Mow 1X/2Yr							\$3
Cover Crop: Disc 2X/2Yr							\$8
Land Prep: Disc & Roll 1X			\$16				\$16
Land Prep: List Beds/Fertilize: (Pelleted Chicken Manure)			\$275				\$275
Irrigate: Preirrigate - Sprinkle			\$44				\$44
Weed: Cultivate 2X (Rolling Cultivator)			\$14				\$14
Land Prep: Shape beds & roll			\$15				\$15
Plant: Lettuce			\$169				\$169
Insect: Plant Insectory (Alyssum Seed)			\$4				\$4
Irrigate: Sprinkle 3X			\$44	\$22			\$66
Stand Establishment: Thin. Weed: Hand Hoe				\$219			\$219
Weed: Cultivate				\$7			\$7
Irrigate: Lay drip line and laterals (drip tape)				\$301			\$301
Fertilize: Sidedress 1X (Bloodmeal)				\$347			\$347
Irrigate: Drip 5X				\$27	\$56	\$27	\$110
Fertilize: through drip (Phytamin)				\$29	\$58		\$87
Pest: Worms (Dipel)/Aphid (Pyganic)				\$91			\$91
Weed: Cultivate/Furrow 2X (Break Bottoms)				\$7	\$7		\$14
Weed: Hand Hoe					\$162		\$162
Irrigate: Retrieve Drip and Laterals						\$175	\$175
Pest: Pest Management Consultant			\$8	\$8	\$8	\$8	\$32
Pickup use			\$11	\$11	\$11	\$11	\$56
Total Cultural Costs	\$0	\$0	\$600	\$1,069	\$302	\$221	\$2,563
Harvest Costs							
Cut, Wrap, Pack, Haul						\$3,113	\$3,113
Cool, Palletize, Sell						\$1,725	\$1,725
Postharvest: Chop stubble						\$11	\$11
Total Harvest Costs	\$0	\$0	\$0	\$0	\$0	\$4,838	\$4,838
Total Operating Costs Per Acre	\$0	\$0	\$600	\$1,069	\$302	\$5,059	\$7,401
Overhead Costs							
Land Rent				\$1,200			\$1,200
Office Expense			\$25	\$25	\$25	\$25	\$125
Field Sanitation (Toilets)					\$31	\$31	\$62
Liability Insurance						\$15	\$15
Annual Organic Certification Fees						\$90	\$90
Property Taxes							\$7
Property Insurance							\$6
Investment Repairs			\$2	\$2	\$2	\$2	\$10
Total Overhead Costs	\$0	\$0	\$27	\$1,227	\$58	\$163	\$1,515
Total Costs	\$0	\$0	\$627	\$2,296	\$360	\$5,222	\$8,916
Cash Surplus/Deficit	\$19,561	\$19,561	\$18,934	\$16,638	\$16,278	\$18,104	\$265,655
Cash Transactions							
Beginning Cash Balance	\$19,561	\$19,561	\$19,561	\$18,934	\$16,638	\$16,278	\$267,524
Cash Surplus/Deficit	\$19,561	\$19,561	\$18,934	\$16,638	\$16,278	\$18,104	\$265,655
Ending Cash Balance	\$19,561	\$19,561	\$18,934	\$16,638	\$16,278	\$18,104	\$265,655

	October	November	December	January	February	March	April	May
Beginning Cash Balance	\$18,104	\$17,711	\$17,711	\$17,711	\$17,711	\$17,711	\$17,693	\$17,693
Cash Inflow								
Organic Leaf Lettuce Production	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Inflow	\$18,104	\$17,711	\$17,711	\$17,711	\$17,711	\$17,711	\$17,693	\$17,693
Cultural Costs								
Fertilize: Gypsum/Compost	\$151							
Land Prep: Sub Soil	\$64							
Land Prep: Disc & Roll 2X	\$31							
Land Prep: Chisel 2X	\$37							
Land Prep: Land plane field 2X	\$26							
Cover Crop: Plant 1X/2Yr	\$39							
Cover Crop: Mow 1X/2Yr						\$3		
Cover Crop: Disc 2X/2Yr						\$8		
Land Prep: Disc & Roll 1X								
Land Prep: List Beds/Fertilize: (Pelleted Chicken Manure)								
Irrigate: Preirrigate - Sprinkle								
Weed: Cultivate 2X (Rolling Cultivator)								
Land Prep: Shape beds & roll								
Plant: Lettuce								
Insect: Plant Insectory (Alyssum Seed)								
Irrigate: Sprinkle 3X								
Stand Establishment: Thin. Weed: Hand Hoe								
Weed: Cultivate								
Irrigate: Lay drip line and laterals (drip tape)								
Fertilize: Sidedress 1X (Bloodmeal)								
Irrigate: Drip 5X								
Fertilize: through drip (Phytamin)								
Pest: Worms (Dipel)/Aphid (Pyganic)								
Weed: Cultivate/Furrow 2X (Break Bottoms)								
Weed: Hand Hoe								
Irrigate: Retrieve Drip and Laterals								
Pest: Pest Management Consultant								
Pickup use	\$6					\$6		
Total Cultural Costs	\$354	\$0	\$0	\$0	\$0	\$17	\$0	\$0
Harvest Costs								
Cut, Wrap, Pack, Haul								
Cool, Palletize, Sell								
Postharvest: Chop stubble								
Total Harvest Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Operating Costs Per Acre	\$354	\$0	\$0	\$0	\$0	\$17	\$0	\$0
Overhead Costs								
Land Rent								
Office Expense	\$25							
Field Sanitation (Toilets)								
Liability Insurance								
Annual Organic Certification Fees								
Property Taxes	\$7							
Property Insurance	\$6							
Investment Repairs	\$1					\$1		
Total Overhead Costs	\$39	\$0	\$0	\$0	\$0	\$1	\$0	\$0
Total Costs	\$393	\$0	\$0	\$0	\$0	\$18	\$0	\$0
Cash Surplus/Deficit	\$17,711	\$17,711	\$17,711	\$17,711	\$17,711	\$17,693	\$17,693	\$17,693
Cash Transactions								
Beginning Cash Balance	\$18,104	\$17,711	\$17,711	\$17,711	\$17,711	\$17,711	\$17,693	\$17,693
Cash Surplus/Deficit	\$17,711	\$17,711	\$17,711	\$17,711	\$17,711	\$17,693	\$17,693	\$17,693
Ending Cash Balance	\$17,711	\$17,711	\$17,711	\$17,711	\$17,711	\$17,693	\$17,693	\$17,693

	<u>June</u>	<u>July</u>	<u>August</u>	<u>September</u>	<u>October</u>	<u>November</u>	<u>Total</u>
Beginning Cash Balance	\$17,693	\$17,693	\$17,693	\$17,066	\$14,770	\$14,410	\$241,366
Cash Inflow							
Organic Leaf Lettuce Production	\$0	\$0	\$0	\$0	\$0	\$7,175	\$7,175
Total Inflow	\$17,693	\$17,693	\$17,693	\$17,066	\$14,770	\$21,585	\$248,541
Cultural Costs							
Fertilize: Gypsum/Compost							\$151
Land Prep: Sub Soil							\$64
Land Prep: Disc & Roll 2X							\$31
Land Prep: Chisel 2X							\$37
Land Prep: Land plane field 2X							\$26
Cover Crop: Plant 1X/2Yr							\$39
Cover Crop: Mow 1X/2Yr							\$3
Cover Crop: Disc 2X/2Yr							\$8
Land Prep: Disc & Roll 1X			\$16				\$16
Land Prep: List Beds/Fertilize: (Pelleted Chicken Manure)			\$275				\$275
Irrigate: Preirrigate - Sprinkle			\$44				\$44
Weed: Cultivate 2X (Rolling Cultivator)			\$14				\$14
Land Prep: Shape beds & roll			\$15				\$15
Plant: Lettuce			\$169				\$169
Insect: Plant Insectory (Alyssum Seed)			\$4				\$4
Irrigate: Sprinkle 3X			\$44	\$22			\$66
Stand Establishment: Thin. Weed: Hand Hoe				\$219			\$219
Weed: Cultivate				\$7			\$7
Irrigate: Lay drip line and laterals (drip tape)				\$301			\$301
Fertilize: Sidedress 1X (Bloodmeal)				\$347			\$347
Irrigate: Drip 5X				\$27	\$56	\$27	\$110
Fertilize: through drip (Phytamin)				\$29	\$58		\$87
Pest: Worms (Dipel)/Aphid (Pyganic)				\$91			\$91
Weed: Cultivate/Furrow 2X (Break Bottoms)				\$7	\$7		\$14
Weed: Hand Hoe					\$162		\$162
Irrigate: Retrieve Drip and Laterals						\$175	\$175
Pest: Pest Management Consultant			\$8	\$8	\$8	\$8	\$32
Pickup use			\$11	\$11	\$11	\$11	\$56
Total Cultural Costs	\$0	\$0	\$600	\$1,069	\$302	\$221	\$2,563
Harvest Costs							
Cut, Wrap, Pack, Haul						\$3,113	\$3,113
Cool, Palletize, Sell						\$1,725	\$1,725
Postharvest: Chop stubble						\$11	\$11
Total Harvest Costs	\$0	\$0	\$0	\$0	\$0	\$4,838	\$4,838
Total Operating Costs Per Acre	\$0	\$0	\$600	\$1,069	\$302	\$5,059	\$7,401
Overhead Costs							
Land Rent				\$1,200			\$1,200
Office Expense			\$25	\$25	\$25	\$25	\$125
Field Sanitation (Toilets)					\$31	\$31	\$62
Liability Insurance						\$15	\$15
Annual Organic Certification Fees						\$90	\$90
Property Taxes							\$7
Property Insurance							\$6
Investment Repairs			\$2	\$2	\$2	\$2	\$10
Total Overhead Costs	\$0	\$0	\$27	\$1,227	\$58	\$163	\$1,515
Total Costs	\$0	\$0	\$627	\$2,296	\$360	\$5,222	\$8,916
Cash Surplus/Deficit	\$17,693	\$17,693	\$17,066	\$14,770	\$14,410	\$16,363	\$239,625
Cash Transactions							
Beginning Cash Balance	\$17,693	\$17,693	\$17,693	\$17,066	\$14,770	\$14,410	\$241,366
Cash Surplus/Deficit	\$17,693	\$17,693	\$17,066	\$14,770	\$14,410	\$16,363	\$239,625
Ending Cash Balance	\$17,693	\$17,693	\$17,066	\$14,770	\$14,410	\$16,363	\$239,625

	October	November	December	January	February	March	April	May
Beginning Cash Balance	\$16,363	\$15,970	\$15,970	\$15,970	\$15,970	\$15,970	\$15,952	\$15,952
Cash Inflow								
Organic Leaf Lettuce Production	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Inflow	\$16,363	\$15,970	\$15,970	\$15,970	\$15,970	\$15,970	\$15,952	\$15,952
Cultural Costs								
Fertilize: Gypsum/Compost	\$151							
Land Prep: Sub Soil	\$64							
Land Prep: Disc & Roll 2X	\$31							
Land Prep: Chisel 2X	\$37							
Land Prep: Land plane field 2X	\$26							
Cover Crop: Plant 1X/2Yr	\$39							
Cover Crop: Mow 1X/2Yr						\$3		
Cover Crop: Disc 2X/2Yr						\$8		
Land Prep: Disc & Roll 1X								
Land Prep: List Beds/Fertilize: (Pelleted Chicken Manure)								
Irrigate: Preirrigate - Sprinkle								
Weed: Cultivate 2X (Rolling Cultivator)								
Land Prep: Shape beds & roll								
Plant: Lettuce								
Insect: Plant Insectory (Alyssum Seed)								
Irrigate: Sprinkle 3X								
Stand Establishment: Thin. Weed: Hand Hoe								
Weed: Cultivate								
Irrigate: Lay drip line and laterals (drip tape)								
Fertilize: Sidedress 1X (Bloodmeal)								
Irrigate: Drip 5X								
Fertilize: through drip (Phytamin)								
Pest: Worms (Dipel)/Aphid (Pyganic)								
Weed: Cultivate/Furrow 2X (Break Bottoms)								
Weed: Hand Hoe								
Irrigate: Retrieve Drip and Laterals								
Pest: Pest Management Consultant								
Pickup use	\$6					\$6		
Total Cultural Costs	\$354	\$0	\$0	\$0	\$0	\$17	\$0	\$0
Harvest Costs								
Cut, Wrap, Pack, Haul								
Cool, Palletize, Sell								
Postharvest: Chop stubble								
Total Harvest Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Operating Costs Per Acre	\$354	\$0	\$0	\$0	\$0	\$17	\$0	\$0
Overhead Costs								
Land Rent								
Office Expense	\$25							
Field Sanitation (Toilets)								
Liability Insurance								
Annual Organic Certification Fees								
Property Taxes	\$7							
Property Insurance	\$6							
Investment Repairs	\$1					\$1		
Total Overhead Costs	\$39	\$0	\$0	\$0	\$0	\$1	\$0	\$0
Total Costs	\$393	\$0	\$0	\$0	\$0	\$18	\$0	\$0
Cash Surplus/Deficit	\$15,970	\$15,970	\$15,970	\$15,970	\$15,970	\$15,952	\$15,952	\$15,952
Cash Transactions								
Beginning Cash Balance	\$16,363	\$15,970	\$15,970	\$15,970	\$15,970	\$15,970	\$15,952	\$15,952
Cash Surplus/Deficit	\$15,970	\$15,970	\$15,970	\$15,970	\$15,970	\$15,952	\$15,952	\$15,952
Ending Cash Balance	\$15,970	\$15,970	\$15,970	\$15,970	\$15,970	\$15,952	\$15,952	\$15,952

	June	July	August	September	October	November	Total
Beginning Cash Balance	\$15,952	\$15,952	\$15,952	\$15,325	\$13,029	\$12,669	\$216,989
Cash Inflow							
Organic Leaf Lettuce Production	\$0	\$0	\$0	\$0	\$0	\$6,584	\$6,584
Total Inflow	\$15,952	\$15,952	\$15,952	\$15,325	\$13,029	\$19,252	\$223,573
Cultural Costs							
Fertilize: Gypsum/Compost							\$151
Land Prep: Sub Soil							\$64
Land Prep: Disc & Roll 2X							\$31
Land Prep: Chisel 2X							\$37
Land Prep: Land plane field 2X							\$26
Cover Crop: Plant 1X/2Yr							\$39
Cover Crop: Mow 1X/2Yr							\$3
Cover Crop: Disc 2X/2Yr							\$8
Land Prep: Disc & Roll 1X			\$16				\$16
Land Prep: List Beds/Fertilize: (Pelleted Chicken Manure)			\$275				\$275
Irrigate: Preirrigate - Sprinkle			\$44				\$44
Weed: Cultivate 2X (Rolling Cultivator)			\$14				\$14
Land Prep: Shape beds & roll			\$15				\$15
Plant: Lettuce			\$169				\$169
Insect: Plant Insectory (Alyssum Seed)			\$4				\$4
Irrigate: Sprinkle 3X			\$44	\$22			\$66
Stand Establishment: Thin. Weed: Hand Hoe				\$219			\$219
Weed: Cultivate				\$7			\$7
Irrigate: Lay drip line and laterals (drip tape)				\$301			\$301
Fertilize: Sidedress 1X (Bloodmeal)				\$347			\$347
Irrigate: Drip 5X				\$27	\$56	\$27	\$110
Fertilize: through drip (Phytamin)				\$29	\$58		\$87
Pest: Worms (Dipel)/Aphid (Pyganic)				\$91			\$91
Weed: Cultivate/Furrow 2X (Break Bottoms)				\$7	\$7		\$14
Weed: Hand Hoe					\$162		\$162
Irrigate: Retrieve Drip and Laterals						\$175	\$175
Pest: Pest Management Consultant			\$8	\$8	\$8	\$8	\$32
Pickup use			\$11	\$11	\$11	\$11	\$56
Total Cultural Costs	\$0	\$0	\$600	\$1,069	\$302	\$221	\$2,563
Harvest Costs							
Cut, Wrap, Pack, Haul						\$3,113	\$3,113
Cool, Palletize, Sell						\$1,725	\$1,725
Postharvest: Chop stubble						\$11	\$11
Total Harvest Costs	\$0	\$0	\$0	\$0	\$0	\$4,838	\$4,838
Total Operating Costs Per Acre	\$0	\$0	\$600	\$1,069	\$302	\$5,059	\$7,401
Overhead Costs							
Land Rent				\$1,200			\$1,200
Office Expense			\$25	\$25	\$25	\$25	\$125
Field Sanitation (Toilets)					\$31	\$31	\$62
Liability Insurance						\$15	\$15
Annual Organic Certification Fees						\$90	\$90
Property Taxes							\$7
Property Insurance							\$6
Investment Repairs			\$2	\$2	\$2	\$2	\$10
Total Overhead Costs	\$0	\$0	\$27	\$1,227	\$58	\$163	\$1,515
Total Costs	\$0	\$0	\$627	\$2,296	\$360	\$5,222	\$8,916
Cash Surplus/Deficit	\$15,952	\$15,952	\$15,325	\$13,029	\$12,669	\$14,030	\$214,657
Cash Transactions							
Beginning Cash Balance	\$15,952	\$15,952	\$15,952	\$15,325	\$13,029	\$12,669	\$216,989
Cash Surplus/Deficit	\$15,952	\$15,952	\$15,325	\$13,029	\$12,669	\$14,030	\$214,657
Ending Cash Balance	\$15,952	\$15,952	\$15,325	\$13,029	\$12,669	\$14,030	\$214,657

	October	November	December	January	February	March	April	May
Beginning Cash Balance	\$14,030	\$13,637	\$13,637	\$13,637	\$13,637	\$13,637	\$13,619	\$13,619
Cash Inflow								
Organic Leaf Lettuce Production	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Inflow	\$14,030	\$13,637	\$13,637	\$13,637	\$13,637	\$13,637	\$13,619	\$13,619
Cultural Costs								
Fertilize: Gypsum/Compost	\$151							
Land Prep: Sub Soil	\$64							
Land Prep: Disc & Roll 2X	\$31							
Land Prep: Chisel 2X	\$37							
Land Prep: Land plane field 2X	\$26							
Cover Crop: Plant 1X/2Yr	\$39							
Cover Crop: Mow 1X/2Yr						\$3		
Cover Crop: Disc 2X/2Yr						\$8		
Land Prep: Disc & Roll 1X								
Land Prep: List Beds/Fertilize: (Pelleted Chicken Manure)								
Irrigate: Preirrigate - Sprinkle								
Weed: Cultivate 2X (Rolling Cultivator)								
Land Prep: Shape beds & roll								
Plant: Lettuce								
Insect: Plant Insectory (Alyssum Seed)								
Irrigate: Sprinkle 3X								
Stand Establishment: Thin. Weed: Hand Hoe								
Weed: Cultivate								
Irrigate: Lay drip line and laterals (drip tape)								
Fertilize: Sidedress 1X (Bloodmeal)								
Irrigate: Drip 5X								
Fertilize: through drip (Phytamin)								
Pest: Worms (Dipel)/Aphid (Pyganic)								
Weed: Cultivate/Furrow 2X (Break Bottoms)								
Weed: Hand Hoe								
Irrigate: Retrieve Drip and Laterals								
Pest: Pest Management Consultant								
Pickup use	\$6					\$6		
Total Cultural Costs	\$354	\$0	\$0	\$0	\$0	\$17	\$0	\$0
Harvest Costs								
Cut, Wrap, Pack, Haul								
Cool, Palletize, Sell								
Postharvest: Chop stubble								
Total Harvest Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Operating Costs Per Acre	\$354	\$0	\$0	\$0	\$0	\$17	\$0	\$0
Overhead Costs								
Land Rent								
Office Expense	\$25							
Field Sanitation (Toilets)								
Liability Insurance								
Annual Organic Certification Fees								
Property Taxes	\$7							
Property Insurance	\$6							
Investment Repairs	\$1					\$1		
Total Overhead Costs	\$39	\$0	\$0	\$0	\$0	\$1	\$0	\$0
Total Costs	\$393	\$0	\$0	\$0	\$0	\$18	\$0	\$0
Cash Surplus/Deficit	\$13,637	\$13,637	\$13,637	\$13,637	\$13,637	\$13,619	\$13,619	\$13,619
Cash Transactions								
Beginning Cash Balance	\$14,030	\$13,637	\$13,637	\$13,637	\$13,637	\$13,637	\$13,619	\$13,619
Cash Surplus/Deficit	\$13,637	\$13,637	\$13,637	\$13,637	\$13,637	\$13,619	\$13,619	\$13,619
Ending Cash Balance	\$13,637	\$13,637	\$13,637	\$13,637	\$13,637	\$13,619	\$13,619	\$13,619

	<u>June</u>	<u>July</u>	<u>August</u>	<u>September</u>	<u>October</u>	<u>November</u>	<u>Total</u>
Beginning Cash Balance	\$13,619	\$13,619	\$13,619	\$12,992	\$10,696	\$10,336	\$184,338
Cash Inflow							
Organic Leaf Lettuce Production	\$0	\$0	\$0	\$0	\$0	\$7,269	\$7,269
Total Inflow	\$13,619	\$13,619	\$13,619	\$12,992	\$10,696	\$17,605	\$191,606
Cultural Costs							
Fertilize: Gypsum/Compost							\$151
Land Prep: Sub Soil							\$64
Land Prep: Disc & Roll 2X							\$31
Land Prep: Chisel 2X							\$37
Land Prep: Land plane field 2X							\$26
Cover Crop: Plant 1X/2Yr							\$39
Cover Crop: Mow 1X/2Yr							\$3
Cover Crop: Disc 2X/2Yr							\$8
Land Prep: Disc & Roll 1X			\$16				\$16
Land Prep: List Beds/Fertilize: (Pelleted Chicken Manure)			\$275				\$275
Irrigate: Preirrigate - Sprinkle			\$44				\$44
Weed: Cultivate 2X (Rolling Cultivator)			\$14				\$14
Land Prep: Shape beds & roll			\$15				\$15
Plant: Lettuce			\$169				\$169
Insect: Plant Insectory (Alyssum Seed)			\$4				\$4
Irrigate: Sprinkle 3X			\$44	\$22			\$66
Stand Establishment: Thin. Weed: Hand Hoe				\$219			\$219
Weed: Cultivate				\$7			\$7
Irrigate: Lay drip line and laterals (drip tape)				\$301			\$301
Fertilize: Sidedress 1X (Bloodmeal)				\$347			\$347
Irrigate: Drip 5X				\$27	\$56	\$27	\$110
Fertilize: through drip (Phytamin)				\$29	\$58		\$87
Pest: Worms (Dipel)/Aphid (Pyganic)				\$91			\$91
Weed: Cultivate/Furrow 2X (Break Bottoms)				\$7	\$7		\$14
Weed: Hand Hoe					\$162		\$162
Irrigate: Retrieve Drip and Laterals						\$175	\$175
Pest: Pest Management Consultant			\$8	\$8	\$8	\$8	\$32
Pickup use			\$11	\$11	\$11	\$11	\$56
Total Cultural Costs	\$0	\$0	\$600	\$1,069	\$302	\$221	\$2,563
Harvest Costs							
Cut, Wrap, Pack, Haul						\$3,113	\$3,113
Cool, Palletize, Sell						\$1,725	\$1,725
Postharvest: Chop stubble						\$11	\$11
Total Harvest Costs	\$0	\$0	\$0	\$0	\$0	\$4,838	\$4,838
Total Operating Costs Per Acre	\$0	\$0	\$600	\$1,069	\$302	\$5,059	\$7,401
Overhead Costs							
Land Rent				\$1,200			\$1,200
Office Expense			\$25	\$25	\$25	\$25	\$125
Field Sanitation (Toilets)					\$31	\$31	\$62
Liability Insurance						\$15	\$15
Annual Organic Certification Fees						\$90	\$90
Property Taxes							\$7
Property Insurance							\$6
Investment Repairs			\$2	\$2	\$2	\$2	\$10
Total Overhead Costs	\$0	\$0	\$27	\$1,227	\$58	\$163	\$1,515
Total Costs	\$0	\$0	\$627	\$2,296	\$360	\$5,222	\$8,916
Cash Surplus/Deficit	\$13,619	\$13,619	\$12,992	\$10,696	\$10,336	\$12,383	\$182,690
Cash Transactions							
Beginning Cash Balance	\$13,619	\$13,619	\$13,619	\$12,992	\$10,696	\$10,336	\$184,338
Cash Surplus/Deficit	\$13,619	\$13,619	\$12,992	\$10,696	\$10,336	\$12,383	\$182,690
Ending Cash Balance	\$13,619	\$13,619	\$12,992	\$10,696	\$10,336	\$12,383	\$182,690

	<u>October</u>	<u>November</u>	<u>December</u>	<u>January</u>	<u>February</u>	<u>March</u>	<u>April</u>	<u>May</u>
Beginning Cash Balance	\$12,383	\$11,990	\$11,990	\$11,990	\$11,990	\$11,990	\$11,972	\$11,972
Cash Inflow								
Organic Leaf Lettuce Production	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Inflow	\$12,383	\$11,990	\$11,990	\$11,990	\$11,990	\$11,990	\$11,972	\$11,972
Cultural Costs								
Fertilize: Gypsum/Compost	\$151							
Land Prep: Sub Soil	\$64							
Land Prep: Disc & Roll 2X	\$31							
Land Prep: Chisel 2X	\$37							
Land Prep: Land plane field 2X	\$26							
Cover Crop: Plant 1X/2Yr	\$39							
Cover Crop: Mow 1X/2Yr						\$3		
Cover Crop: Disc 2X/2Yr						\$8		
Land Prep: Disc & Roll 1X								
Land Prep: List Beds/Fertilize: (Pelleted Chicken Manure)								
Irrigate: Preirrigate - Sprinkle								
Weed: Cultivate 2X (Rolling Cultivator)								
Land Prep: Shape beds & roll								
Plant: Lettuce								
Insect: Plant Insectory (Alyssum Seed)								
Irrigate: Sprinkle 3X								
Stand Establishment: Thin. Weed: Hand Hoe								
Weed: Cultivate								
Irrigate: Lay drip line and laterals (drip tape)								
Fertilize: Sidedress 1X (Bloodmeal)								
Irrigate: Drip 5X								
Fertilize: through drip (Phytamin)								
Pest: Worms (Dipel)/Aphid (Pyganic)								
Weed: Cultivate/Furrow 2X (Break Bottoms)								
Weed: Hand Hoe								
Irrigate: Retrieve Drip and Laterals								
Pest: Pest Management Consultant								
Pickup use	\$6					\$6		
Total Cultural Costs	\$354	\$0	\$0	\$0	\$0	\$17	\$0	\$0
Harvest Costs								
Cut, Wrap, Pack, Haul								
Cool, Palletize, Sell								
Postharvest: Chop stubble								
Total Harvest Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Operating Costs Per Acre	\$354	\$0	\$0	\$0	\$0	\$17	\$0	\$0
Overhead Costs								
Land Rent								
Office Expense	\$25							
Field Sanitation (Toilets)								
Liability Insurance								
Annual Organic Certification Fees								
Property Taxes	\$7							
Property Insurance	\$6							
Investment Repairs	\$1					\$1		
Total Overhead Costs	\$39	\$0	\$0	\$0	\$0	\$1	\$0	\$0
Total Costs	\$393	\$0	\$0	\$0	\$0	\$18	\$0	\$0
Cash Surplus/Deficit	\$11,990	\$11,990	\$11,990	\$11,990	\$11,990	\$11,972	\$11,972	\$11,972
Cash Transactions								
Beginning Cash Balance	\$12,383	\$11,990	\$11,990	\$11,990	\$11,990	\$11,990	\$11,972	\$11,972
Cash Surplus/Deficit	\$11,990	\$11,990	\$11,990	\$11,990	\$11,990	\$11,972	\$11,972	\$11,972
Ending Cash Balance	\$11,990	\$11,990	\$11,990	\$11,990	\$11,990	\$11,972	\$11,972	\$11,972

	June	July	August	September	October	November	Total
Beginning Cash Balance	\$11,972	\$11,972	\$11,972	\$11,345	\$9,049	\$8,689	\$161,276
Cash Inflow							
Organic Leaf Lettuce Production	\$0	\$0	\$0	\$0	\$0	\$7,512	\$7,512
Total Inflow	\$11,972	\$11,972	\$11,972	\$11,345	\$9,049	\$16,201	\$168,788
Cultural Costs							
Fertilize: Gypsum/Compost							\$151
Land Prep: Sub Soil							\$64
Land Prep: Disc & Roll 2X							\$31
Land Prep: Chisel 2X							\$37
Land Prep: Land plane field 2X							\$26
Cover Crop: Plant 1X/2Yr							\$39
Cover Crop: Mow 1X/2Yr							\$3
Cover Crop: Disc 2X/2Yr							\$8
Land Prep: Disc & Roll 1X			\$16				\$16
Land Prep: List Beds/Fertilize: (Pelleted Chicken Manure)			\$275				\$275
Irrigate: Preirrigate - Sprinkle			\$44				\$44
Weed: Cultivate 2X (Rolling Cultivator)			\$14				\$14
Land Prep: Shape beds & roll			\$15				\$15
Plant: Lettuce			\$169				\$169
Insect: Plant Insectory (Alyssum Seed)			\$4				\$4
Irrigate: Sprinkle 3X			\$44	\$22			\$66
Stand Establishment: Thin. Weed: Hand Hoe				\$219			\$219
Weed: Cultivate				\$7			\$7
Irrigate: Lay drip line and laterals (drip tape)				\$301			\$301
Fertilize: Sidedress 1X (Bloodmeal)				\$347			\$347
Irrigate: Drip 5X				\$27	\$56	\$27	\$110
Fertilize: through drip (Phytamin)				\$29	\$58		\$87
Pest: Worms (Dipel)/Aphid (Pyganic)				\$91			\$91
Weed: Cultivate/Furrow 2X (Break Bottoms)				\$7	\$7		\$14
Weed: Hand Hoe					\$162		\$162
Irrigate: Retrieve Drip and Laterals						\$175	\$175
Pest: Pest Management Consultant			\$8	\$8	\$8	\$8	\$32
Pickup use			\$11	\$11	\$11	\$11	\$56
Total Cultural Costs	\$0	\$0	\$600	\$1,069	\$302	\$221	\$2,563
Harvest Costs							
Cut, Wrap, Pack, Haul						\$3,113	\$3,113
Cool, Palletize, Sell						\$1,725	\$1,725
Postharvest: Chop stubble						\$11	\$11
Total Harvest Costs	\$0	\$0	\$0	\$0	\$0	\$4,838	\$4,838
Total Operating Costs Per Acre	\$0	\$0	\$600	\$1,069	\$302	\$5,059	\$7,401
Overhead Costs							
Land Rent				\$1,200			\$1,200
Office Expense			\$25	\$25	\$25	\$25	\$125
Field Sanitation (Toilets)					\$31	\$31	\$62
Liability Insurance						\$15	\$15
Annual Organic Certification Fees						\$90	\$90
Property Taxes							\$7
Property Insurance							\$6
Investment Repairs			\$2	\$2	\$2	\$2	\$10
Total Overhead Costs	\$0	\$0	\$27	\$1,227	\$58	\$163	\$1,515
Total Costs	\$0	\$0	\$627	\$2,296	\$360	\$5,222	\$8,916
Cash Surplus/Deficit	\$11,972	\$11,972	\$11,345	\$9,049	\$8,689	\$10,979	\$159,872
Cash Transactions							
Beginning Cash Balance	\$11,972	\$11,972	\$11,972	\$11,345	\$9,049	\$8,689	\$161,276
Cash Surplus/Deficit	\$11,972	\$11,972	\$11,345	\$9,049	\$8,689	\$10,979	\$159,872
Ending Cash Balance	\$11,972	\$11,972	\$11,345	\$9,049	\$8,689	\$10,979	\$159,872

	October	November	December	January	February	March	April	May
Beginning Cash Balance	\$10,979	\$10,586	\$10,586	\$10,586	\$10,586	\$10,586	\$10,568	\$10,568
Cash Inflow								
Organic Leaf Lettuce Production	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Inflow	\$10,979	\$10,586	\$10,586	\$10,586	\$10,586	\$10,586	\$10,568	\$10,568
Cultural Costs								
Fertilize: Gypsum/Compost	\$151							
Land Prep: Sub Soil	\$64							
Land Prep: Disc & Roll 2X	\$31							
Land Prep: Chisel 2X	\$37							
Land Prep: Land plane field 2X	\$26							
Cover Crop: Plant 1X/2Yr	\$39							
Cover Crop: Mow 1X/2Yr						\$3		
Cover Crop: Disc 2X/2Yr						\$8		
Land Prep: Disc & Roll 1X								
Land Prep: List Beds/Fertilize: (Pelleted Chicken Manure)								
Irrigate: Preirrigate - Sprinkle								
Weed: Cultivate 2X (Rolling Cultivator)								
Land Prep: Shape beds & roll								
Plant: Lettuce								
Insect: Plant Insectory (Alyssum Seed)								
Irrigate: Sprinkle 3X								
Stand Establishment: Thin. Weed: Hand Hoe								
Weed: Cultivate								
Irrigate: Lay drip line and laterals (drip tape)								
Fertilize: Sidedress 1X (Bloodmeal)								
Irrigate: Drip 5X								
Fertilize: through drip (Phytamin)								
Pest: Worms (Dipel)/Aphid (Pyganic)								
Weed: Cultivate/Furrow 2X (Break Bottoms)								
Weed: Hand Hoe								
Irrigate: Retrieve Drip and Laterals								
Pest: Pest Management Consultant								
Pickup use	\$6					\$6		
Total Cultural Costs	\$354	\$0	\$0	\$0	\$0	\$17	\$0	\$0
Harvest Costs								
Cut, Wrap, Pack, Haul								
Cool, Palletize, Sell								
Postharvest: Chop stubble								
Total Harvest Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Operating Costs Per Acre	\$354	\$0	\$0	\$0	\$0	\$17	\$0	\$0
Overhead Costs								
Land Rent								
Office Expense	\$25							
Field Sanitation (Toilets)								
Liability Insurance								
Annual Organic Certification Fees								
Property Taxes	\$7							
Property Insurance	\$6							
Investment Repairs	\$1					\$1		
Total Overhead Costs	\$39	\$0	\$0	\$0	\$0	\$1	\$0	\$0
Total Costs	\$393	\$0	\$0	\$0	\$0	\$18	\$0	\$0
Cash Surplus/Deficit	\$10,586	\$10,586	\$10,586	\$10,586	\$10,586	\$10,568	\$10,568	\$10,568
Cash Transactions								
Beginning Cash Balance	\$10,979	\$10,586	\$10,586	\$10,586	\$10,586	\$10,586	\$10,568	\$10,568
Cash Surplus/Deficit	\$10,586	\$10,586	\$10,586	\$10,586	\$10,586	\$10,568	\$10,568	\$10,568
Ending Cash Balance	\$10,586	\$10,586	\$10,586	\$10,586	\$10,586	\$10,568	\$10,568	\$10,568

	<u>June</u>	<u>July</u>	<u>August</u>	<u>September</u>	<u>October</u>	<u>November</u>	<u>Total</u>
Beginning Cash Balance	\$10,568	\$10,568	\$10,568	\$9,941	\$7,645	\$7,285	\$141,617
Cash Inflow							
Organic Leaf Lettuce Production	\$0	\$0	\$0	\$0	\$0	\$7,856	\$7,856
Total Inflow	✓ \$10,568	✓ \$10,568	✓ \$10,568	✓ \$9,941	✓ \$7,645	✓ \$15,141	\$149,473
Cultural Costs							
Fertilize: Gypsum/Compost							✓ \$151
Land Prep: Sub Soil							✓ \$64
Land Prep: Disc & Roll 2X							✓ \$31
Land Prep: Chisel 2X							✓ \$37
Land Prep: Land plane field 2X							✓ \$26
Cover Crop: Plant 1X/2Yr							✓ \$39
Cover Crop: Mow 1X/2Yr							✓ \$3
Cover Crop: Disc 2X/2Yr							✓ \$8
Land Prep: Disc & Roll 1X			\$16				✓ \$16
Land Prep: List Beds/Fertilize: (Pelleted Chicken Manure)			\$275				✓ \$275
Irrigate: Preirrigate - Sprinkle			\$44				✓ \$44
Weed: Cultivate 2X (Rolling Cultivator)			\$14				✓ \$14
Land Prep: Shape beds & roll			\$15				✓ \$15
Plant: Lettuce			\$169				✓ \$169
Insect: Plant Insectory (Alyssum Seed)			\$4				✓ \$4
Irrigate: Sprinkle 3X			\$44	\$22			✓ \$66
Stand Establishment: Thin. Weed: Hand Hoe				\$219			✓ \$219
Weed: Cultivate				\$7			✓ \$7
Irrigate: Lay drip line and laterals (drip tape)				\$301			✓ \$301
Fertilize: Sidedress 1X (Bloodmeal)				\$347			✓ \$347
Irrigate: Drip 5X				\$27	\$56	\$27	✓ \$110
Fertilize: through drip (Phytamin)				\$29	\$58		✓ \$87
Pest: Worms (Dipel)/Aphid (Pyganic)				\$91			✓ \$91
Weed: Cultivate/Furrow 2X (Break Bottoms)				\$7	\$7		✓ \$14
Weed: Hand Hoe					\$162		✓ \$162
Irrigate: Retrieve Drip and Laterals						\$175	✓ \$175
Pest: Pest Management Consultant			\$8	\$8	\$8	\$8	✓ \$32
Pickup use			\$11	\$11	\$11	\$11	✓ \$56
Total Cultural Costs	✓ \$0	✓ \$0	✓ \$600	✓ \$1,069	✓ \$302	✓ \$221	\$2,563
Harvest Costs							
Cut, Wrap, Pack, Haul						\$3,113	✓ \$3,113
Cool, Palletize, Sell						\$1,725	✓ \$1,725
Postharvest: Chop stubble						\$11	✓ \$11
Total Harvest Costs	✓ \$0	✓ \$0	✓ \$0	✓ \$0	✓ \$0	✓ \$4,838	\$4,838
Total Operating Costs Per Acre	\$0	\$0	\$600	\$1,069	\$302	\$5,059	\$7,401
Overhead Costs							
Land Rent				\$1,200			✓ \$1,200
Office Expense			\$25	\$25	\$25	\$25	✓ \$125
Field Sanitation (Toilets)					\$31	\$31	✓ \$62
Liability Insurance						\$15	✓ \$15
Annual Organic Certification Fees						\$90	✓ \$90
Property Taxes							✓ \$7
Property Insurance							✓ \$6
Investment Repairs			\$2	\$2	\$2	\$2	✓ \$10
Total Overhead Costs	✓ \$0	✓ \$0	✓ \$27	✓ \$1,227	✓ \$58	✓ \$163	\$1,515
Total Costs	\$0	\$0	\$627	\$2,296	\$360	\$5,222	\$8,916
Cash Surplus/Deficit	\$10,568	\$10,568	\$9,941	\$7,645	\$7,285	\$9,919	\$140,557
Cash Transactions							
Beginning Cash Balance	\$10,568	\$10,568	\$10,568	\$9,941	\$7,645	\$7,285	\$141,617
Cash Surplus/Deficit	\$10,568	\$10,568	\$9,941	\$7,645	\$7,285	\$9,919	\$140,557
Ending Cash Balance	\$10,568	\$10,568	\$9,941	\$7,645	\$7,285	\$9,919	\$140,557

	October	November	December	January	February	March	April	May
Beginning Cash Balance	\$9,919	\$9,526	\$9,526	\$9,526	\$9,526	\$9,526	\$9,508	\$9,508
Cash Inflow								
Organic Leaf Lettuce Production	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Inflow	\$9,919	\$9,526	\$9,526	\$9,526	\$9,526	\$9,526	\$9,508	\$9,508
Cultural Costs								
Fertilize: Gypsum/Compost	\$151							
Land Prep: Sub Soil	\$64							
Land Prep: Disc & Roll 2X	\$31							
Land Prep: Chisel 2X	\$37							
Land Prep: Land plane field 2X	\$26							
Cover Crop: Plant 1X/2Yr	\$39							
Cover Crop: Mow 1X/2Yr						\$3		
Cover Crop: Disc 2X/2Yr						\$8		
Land Prep: Disc & Roll 1X								
Land Prep: List Beds/Fertilize: (Pelleted Chicken Manure)								
Irrigate: Preirrigate - Sprinkle								
Weed: Cultivate 2X (Rolling Cultivator)								
Land Prep: Shape beds & roll								
Plant: Lettuce								
Insect: Plant Insectory (Alyssum Seed)								
Irrigate: Sprinkle 3X								
Stand Establishment: Thin. Weed: Hand Hoe								
Weed: Cultivate								
Irrigate: Lay drip line and laterals (drip tape)								
Fertilize: Sidedress 1X (Bloodmeal)								
Irrigate: Drip 5X								
Fertilize: through drip (Phytamin)								
Pest: Worms (Dipel)/Aphid (Pyganic)								
Weed: Cultivate/Furrow 2X (Break Bottoms)								
Weed: Hand Hoe								
Irrigate: Retrieve Drip and Laterals								
Pest: Pest Management Consultant								
Pickup use	\$6					\$6		
Total Cultural Costs	\$354	\$0	\$0	\$0	\$0	\$17	\$0	\$0
Harvest Costs								
Cut, Wrap, Pack, Haul								
Cool, Palletize, Sell								
Postharvest: Chop stubble								
Total Harvest Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Operating Costs Per Acre	\$354	\$0	\$0	\$0	\$0	\$17	\$0	\$0
Overhead Costs								
Land Rent								
Office Expense	\$25							
Field Sanitation (Toilets)								
Liability Insurance								
Annual Organic Certification Fees								
Property Taxes	\$7							
Property Insurance	\$6							
Investment Repairs	\$1					\$1		
Total Overhead Costs	\$39	\$0	\$0	\$0	\$0	\$1	\$0	\$0
Total Costs	\$393	\$0	\$0	\$0	\$0	\$18	\$0	\$0
Cash Surplus/Deficit	\$9,526	\$9,526	\$9,526	\$9,526	\$9,526	\$9,508	\$9,508	\$9,508
Cash Transactions								
Beginning Cash Balance	\$9,919	\$9,526	\$9,526	\$9,526	\$9,526	\$9,526	\$9,508	\$9,508
Cash Surplus/Deficit	\$9,526	\$9,526	\$9,526	\$9,526	\$9,526	\$9,508	\$9,508	\$9,508
Ending Cash Balance	\$9,526	\$9,526	\$9,526	\$9,526	\$9,526	\$9,508	\$9,508	\$9,508

	June	July	August	September	October	November	Total
Beginning Cash Balance	\$9,508	\$9,508	\$9,508	\$8,881	\$6,585	\$6,225	\$126,780
Cash Inflow							
Organic Leaf Lettuce Production	\$0	\$0	\$0	\$0	\$0	\$7,810	\$7,810
Total Inflow	\$9,508	\$9,508	\$9,508	\$8,881	\$6,585	\$14,035	\$134,590

Cultural Costs							
Fertilize: Gypsum/Compost							\$151
Land Prep: Sub Soil							\$64
Land Prep: Disc & Roll 2X							\$31
Land Prep: Chisel 2X							\$37
Land Prep: Land plane field 2X							\$26
Cover Crop: Plant 1X/2Yr							\$39
Cover Crop: Mow 1X/2Yr							\$3
Cover Crop: Disc 2X/2Yr							\$8
Land Prep: Disc & Roll 1X			\$16				\$16
Land Prep: List Beds/Fertilize: (Pelleted Chicken Manure)			\$275				\$275
Irrigate: Preirrigate - Sprinkle			\$44				\$44
Weed: Cultivate 2X (Rolling Cultivator)			\$14				\$14
Land Prep: Shape beds & roll			\$15				\$15
Plant: Lettuce			\$169				\$169
Insect: Plant Insectory (Alyssum Seed)			\$4				\$4
Irrigate: Sprinkle 3X			\$44	\$22			\$66
Stand Establishment: Thin. Weed: Hand Hoe				\$219			\$219
Weed: Cultivate				\$7			\$7
Irrigate: Lay drip line and laterals (drip tape)				\$301			\$301
Fertilize: Sidedress 1X (Bloodmeal)				\$347			\$347
Irrigate: Drip 5X				\$27	\$56	\$27	\$110
Fertilize: through drip (Phytamin)				\$29	\$58		\$87
Pest: Worms (Dipel)/Aphid (Pyganic)				\$91			\$91
Weed: Cultivate/Furrow 2X (Break Bottoms)				\$7	\$7		\$14
Weed: Hand Hoe					\$162		\$162
Irrigate: Retrieve Drip and Laterals						\$175	\$175
Pest: Pest Management Consultant			\$8	\$8	\$8	\$8	\$32
Pickup use			\$11	\$11	\$11	\$11	\$56
Total Cultural Costs	\$0	\$0	\$600	\$1,069	\$302	\$221	\$2,563

Harvest Costs							
Cut, Wrap, Pack, Haul						\$3,113	\$3,113
Cool, Palletize, Sell						\$1,725	\$1,725
Postharvest: Chop stubble						\$11	\$11
Total Harvest Costs	\$0	\$0	\$0	\$0	\$0	\$4,838	\$4,838

Total Operating Costs Per Acre	\$0	\$0	\$600	\$1,069	\$302	\$5,059	\$7,401
---------------------------------------	-----	-----	-------	---------	-------	---------	---------

Overhead Costs							
Land Rent				\$1,200			\$1,200
Office Expense			\$25	\$25	\$25	\$25	\$125
Field Sanitation (Toilets)					\$31	\$31	\$62
Liability Insurance						\$15	\$15
Annual Organic Certification Fees						\$90	\$90
Property Taxes							\$7
Property Insurance							\$6
Investment Repairs			\$2	\$2	\$2	\$2	\$10
Total Overhead Costs	\$0	\$0	\$27	\$1,227	\$58	\$163	\$1,515

Total Costs	\$0	\$0	\$627	\$2,296	\$360	\$5,222	\$8,916
--------------------	-----	-----	-------	---------	-------	---------	---------

Cash Surplus/Deficit	\$9,508	\$9,508	\$8,881	\$6,585	\$6,225	\$8,813	\$125,674
-----------------------------	---------	---------	---------	---------	---------	---------	-----------

Cash Transactions							
Beginning Cash Balance	\$9,508	\$9,508	\$9,508	\$8,881	\$6,585	\$6,225	\$126,780
Cash Surplus/Deficit	\$9,508	\$9,508	\$8,881	\$6,585	\$6,225	\$8,813	\$125,674
Ending Cash Balance	\$9,508	\$9,508	\$8,881	\$6,585	\$6,225	\$8,813	\$125,674

	<u>October</u>	<u>November</u>	<u>December</u>	<u>January</u>	<u>February</u>	<u>March</u>	<u>April</u>	<u>May</u>
Beginning Cash Balance	\$8,813	\$8,420	\$8,420	\$8,420	\$8,420	\$8,420	\$8,402	\$8,402
Cash Inflow								
Organic Leaf Lettuce Production	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Inflow	\$8,813	\$8,420	\$8,420	\$8,420	\$8,420	\$8,420	\$8,402	\$8,402
Cultural Costs								
Fertilize: Gypsum/Compost	\$151							
Land Prep: Sub Soil	\$64							
Land Prep: Disc & Roll 2X	\$31							
Land Prep: Chisel 2X	\$37							
Land Prep: Land plane field 2X	\$26							
Cover Crop: Plant 1X/2Yr	\$39							
Cover Crop: Mow 1X/2Yr						\$3		
Cover Crop: Disc 2X/2Yr						\$8		
Land Prep: Disc & Roll 1X								
Land Prep: List Beds/Fertilize: (Pelleted Chicken Manure)								
Irrigate: Preirrigate - Sprinkle								
Weed: Cultivate 2X (Rolling Cultivator)								
Land Prep: Shape beds & roll								
Plant: Lettuce								
Insect: Plant Insectory (Alyssum Seed)								
Irrigate: Sprinkle 3X								
Stand Establishment: Thin. Weed: Hand Hoe								
Weed: Cultivate								
Irrigate: Lay drip line and laterals (drip tape)								
Fertilize: Sidedress 1X (Bloodmeal)								
Irrigate: Drip 5X								
Fertilize: through drip (Phytamin)								
Pest: Worms (Dipel)/Aphid (Pyganic)								
Weed: Cultivate/Furrow 2X (Break Bottoms)								
Weed: Hand Hoe								
Irrigate: Retrieve Drip and Laterals								
Pest: Pest Management Consultant								
Pickup use	\$6					\$6		
Total Cultural Costs	\$354	\$0	\$0	\$0	\$0	\$17	\$0	\$0
Harvest Costs								
Cut, Wrap, Pack, Haul								
Cool, Palletize, Sell								
Postharvest: Chop stubble								
Total Harvest Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Operating Costs Per Acre	\$354	\$0	\$0	\$0	\$0	\$17	\$0	\$0
Overhead Costs								
Land Rent								
Office Expense	\$25							
Field Sanitation (Toilets)								
Liability Insurance								
Annual Organic Certification Fees								
Property Taxes	\$7							
Property Insurance	\$6							
Investment Repairs	\$1					\$1		
Total Overhead Costs	\$39	\$0	\$0	\$0	\$0	\$1	\$0	\$0
Total Costs	\$393	\$0	\$0	\$0	\$0	\$18	\$0	\$0
Cash Surplus/Deficit	\$8,420	\$8,420	\$8,420	\$8,420	\$8,420	\$8,402	\$8,402	\$8,402
Cash Transactions								
Beginning Cash Balance	\$8,813	\$8,420	\$8,420	\$8,420	\$8,420	\$8,420	\$8,402	\$8,402
Cash Surplus/Deficit	\$8,420	\$8,420	\$8,420	\$8,420	\$8,420	\$8,402	\$8,402	\$8,402
Ending Cash Balance	\$8,420	\$8,420	\$8,420	\$8,420	\$8,420	\$8,402	\$8,402	\$8,402

	June	July	August	September	October	November	Total
Beginning Cash Balance	\$8,402	\$8,402	\$8,402	\$7,775	\$5,479	\$5,119	\$111,297
Cash Inflow							
Organic Leaf Lettuce Production	\$0	\$0	\$0	\$0	\$0	\$8,137	\$8,137
Total Inflow	\$8,402	\$8,402	\$8,402	\$7,775	\$5,479	\$13,256	\$119,434
Cultural Costs							
Fertilize: Gypsum/Compost							\$151
Land Prep: Sub Soil							\$64
Land Prep: Disc & Roll 2X							\$31
Land Prep: Chisel 2X							\$37
Land Prep: Land plane field 2X							\$26
Cover Crop: Plant 1X/2Yr							\$39
Cover Crop: Mow 1X/2Yr							\$3
Cover Crop: Disc 2X/2Yr							\$8
Land Prep: Disc & Roll 1X			\$16				\$16
Land Prep: List Beds/Fertilize: (Pelleted Chicken Manure)			\$275				\$275
Irrigate: Preirrigate - Sprinkle			\$44				\$44
Weed: Cultivate 2X (Rolling Cultivator)			\$14				\$14
Land Prep: Shape beds & roll			\$15				\$15
Plant: Lettuce			\$169				\$169
Insect: Plant Insectory (Alyssum Seed)			\$4				\$4
Irrigate: Sprinkle 3X			\$44	\$22			\$66
Stand Establishment: Thin. Weed: Hand Hoe				\$219			\$219
Weed: Cultivate				\$7			\$7
Irrigate: Lay drip line and laterals (drip tape)				\$301			\$301
Fertilize: Sidedress 1X (Bloodmeal)				\$347			\$347
Irrigate: Drip 5X				\$27	\$56	\$27	\$110
Fertilize: through drip (Phytamin)				\$29	\$58		\$87
Pest: Worms (Dipel)/Aphid (Pyganic)				\$91			\$91
Weed: Cultivate/Furrow 2X (Break Bottoms)				\$7	\$7		\$14
Weed: Hand Hoe					\$162		\$162
Irrigate: Retrieve Drip and Laterals						\$175	\$175
Pest: Pest Management Consultant			\$8	\$8	\$8	\$8	\$32
Pickup use			\$11	\$11	\$11	\$11	\$56
Total Cultural Costs	\$0	\$0	\$600	\$1,069	\$302	\$221	\$2,563
Harvest Costs							
Cut, Wrap, Pack, Haul						\$3,113	\$3,113
Cool, Palletize, Sell						\$1,725	\$1,725
Postharvest: Chop stubble						\$11	\$11
Total Harvest Costs	\$0	\$0	\$0	\$0	\$0	\$4,838	\$4,838
Total Operating Costs Per Acre	\$0	\$0	\$600	\$1,069	\$302	\$5,059	\$7,401
Overhead Costs							
Land Rent				\$1,200			\$1,200
Office Expense			\$25	\$25	\$25	\$25	\$125
Field Sanitation (Toilets)					\$31	\$31	\$62
Liability Insurance						\$15	\$15
Annual Organic Certification Fees						\$90	\$90
Property Taxes							\$7
Property Insurance							\$6
Investment Repairs			\$2	\$2	\$2	\$2	\$10
Total Overhead Costs	\$0	\$0	\$27	\$1,227	\$58	\$163	\$1,515
Total Costs	\$0	\$0	\$627	\$2,296	\$360	\$5,222	\$8,916
Cash Surplus/Deficit	\$8,402	\$8,402	\$7,775	\$5,479	\$5,119	\$8,034	\$110,518
Cash Transactions							
Beginning Cash Balance	\$8,402	\$8,402	\$8,402	\$7,775	\$5,479	\$5,119	\$111,297
Cash Surplus/Deficit	\$8,402	\$8,402	\$7,775	\$5,479	\$5,119	\$8,034	\$110,518
Ending Cash Balance	\$8,402	\$8,402	\$7,775	\$5,479	\$5,119	\$8,034	\$110,518

	<u>October</u>	<u>November</u>	<u>December</u>	<u>January</u>	<u>February</u>	<u>March</u>	<u>April</u>	<u>May</u>
Beginning Cash Balance	\$8,034	\$7,641	\$7,641	\$7,641	\$7,641	\$7,641	\$7,623	\$7,623
Cash Inflow								
Organic Leaf Lettuce Production	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Inflow	\$8,034	\$7,641	\$7,641	\$7,641	\$7,641	\$7,641	\$7,623	\$7,623
Cultural Costs								
Fertilize: Gypsum/Compost	\$151							
Land Prep: Sub Soil	\$64							
Land Prep: Disc & Roll 2X	\$31							
Land Prep: Chisel 2X	\$37							
Land Prep: Land plane field 2X	\$26							
Cover Crop: Plant 1X/2Yr	\$39							
Cover Crop: Mow 1X/2Yr						\$3		
Cover Crop: Disc 2X/2Yr						\$8		
Land Prep: Disc & Roll 1X								
Land Prep: List Beds/Fertilize: (Pelleted Chicken Manure)								
Irrigate: Preirrigate - Sprinkle								
Weed: Cultivate 2X (Rolling Cultivator)								
Land Prep: Shape beds & roll								
Plant: Lettuce								
Insect: Plant Insectory (Alyssum Seed)								
Irrigate: Sprinkle 3X								
Stand Establishment: Thin. Weed: Hand Hoe								
Weed: Cultivate								
Irrigate: Lay drip line and laterals (drip tape)								
Fertilize: Sidedress 1X (Bloodmeal)								
Irrigate: Drip 5X								
Fertilize: through drip (Phytamin)								
Pest: Worms (Dipel)/Aphid (Pyganic)								
Weed: Cultivate/Furrow 2X (Break Bottoms)								
Weed: Hand Hoe								
Irrigate: Retrieve Drip and Laterals								
Pest: Pest Management Consultant								
Pickup use	\$6					\$6		
Total Cultural Costs	\$354	\$0	\$0	\$0	\$0	\$17	\$0	\$0
Harvest Costs								
Cut, Wrap, Pack, Haul								
Cool, Palletize, Sell								
Postharvest: Chop stubble								
Total Harvest Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Operating Costs Per Acre	\$354	\$0	\$0	\$0	\$0	\$17	\$0	\$0
Overhead Costs								
Land Rent								
Office Expense	\$25							
Field Sanitation (Toilets)								
Liability Insurance								
Annual Organic Certification Fees								
Property Taxes	\$7							
Property Insurance	\$6							
Investment Repairs	\$1					\$1		
Total Overhead Costs	\$39	\$0	\$0	\$0	\$0	\$1	\$0	\$0
Total Costs	\$393	\$0	\$0	\$0	\$0	\$18	\$0	\$0
Cash Surplus/Deficit	\$7,641	\$7,641	\$7,641	\$7,641	\$7,641	\$7,623	\$7,623	\$7,623
Cash Transactions								
Beginning Cash Balance	\$8,034	\$7,641	\$7,641	\$7,641	\$7,641	\$7,641	\$7,623	\$7,623
Cash Surplus/Deficit	\$7,641	\$7,641	\$7,641	\$7,641	\$7,641	\$7,623	\$7,623	\$7,623
Ending Cash Balance	\$7,641	\$7,641	\$7,641	\$7,641	\$7,641	\$7,623	\$7,623	\$7,623

	June	July	August	September	October	November	Total
Beginning Cash Balance	\$7,623	\$7,623	\$7,623	\$6,996	\$4,700	\$4,340	\$100,388
Cash Inflow							
Organic Leaf Lettuce Production	\$0	\$0	\$0	\$0	\$0	\$8,105	\$8,105
Total Inflow	\$7,623	\$7,623	\$7,623	\$6,996	\$4,700	\$12,445	\$108,492
Cultural Costs							
Fertilize: Gypsum/Compost							\$151
Land Prep: Sub Soil							\$64
Land Prep: Disc & Roll 2X							\$31
Land Prep: Chisel 2X							\$37
Land Prep: Land plane field 2X							\$26
Cover Crop: Plant 1X/2Yr							\$39
Cover Crop: Mow 1X/2Yr							\$3
Cover Crop: Disc 2X/2Yr							\$8
Land Prep: Disc & Roll 1X			\$16				\$16
Land Prep: List Beds/Fertilize: (Pelleted Chicken Manure)			\$275				\$275
Irrigate: Preirrigate - Sprinkle			\$44				\$44
Weed: Cultivate 2X (Rolling Cultivator)			\$14				\$14
Land Prep: Shape beds & roll			\$15				\$15
Plant: Lettuce			\$169				\$169
Insect: Plant Insectory (Alyssum Seed)			\$4				\$4
Irrigate: Sprinkle 3X			\$44	\$22			\$66
Stand Establishment: Thin. Weed: Hand Hoe				\$219			\$219
Weed: Cultivate				\$7			\$7
Irrigate: Lay drip line and laterals (drip tape)				\$301			\$301
Fertilize: Sidedress 1X (Bloodmeal)				\$347			\$347
Irrigate: Drip 5X				\$27	\$56	\$27	\$110
Fertilize: through drip (Phytamin)				\$29	\$58		\$87
Pest: Worms (Dipel)/Aphid (Pyganic)				\$91			\$91
Weed: Cultivate/Furrow 2X (Break Bottoms)				\$7	\$7		\$14
Weed: Hand Hoe					\$162		\$162
Irrigate: Retrieve Drip and Laterals						\$175	\$175
Pest: Pest Management Consultant			\$8	\$8	\$8	\$8	\$32
Pickup use			\$11	\$11	\$11	\$11	\$56
Total Cultural Costs	\$0	\$0	\$600	\$1,069	\$302	\$221	\$2,563
Harvest Costs							
Cut, Wrap, Pack, Haul						\$3,113	\$3,113
Cool, Palletize, Sell						\$1,725	\$1,725
Postharvest: Chop stubble						\$11	\$11
Total Harvest Costs	\$0	\$0	\$0	\$0	\$0	\$4,838	\$4,838
Total Operating Costs Per Acre	\$0	\$0	\$600	\$1,069	\$302	\$5,059	\$7,401
Overhead Costs							
Land Rent				\$1,200			\$1,200
Office Expense			\$25	\$25	\$25	\$25	\$125
Field Sanitation (Toilets)					\$31	\$31	\$62
Liability Insurance						\$15	\$15
Annual Organic Certification Fees						\$90	\$90
Property Taxes							\$7
Property Insurance							\$6
Investment Repairs			\$2	\$2	\$2	\$2	\$10
Total Overhead Costs	\$0	\$0	\$27	\$1,227	\$58	\$163	\$1,515
Total Costs	\$0	\$0	\$627	\$2,296	\$360	\$5,222	\$8,916
Cash Surplus/Deficit	\$7,623	\$7,623	\$6,996	\$4,700	\$4,340	\$7,223	\$99,576
Cash Transactions							
Beginning Cash Balance	\$7,623	\$7,623	\$7,623	\$6,996	\$4,700	\$4,340	\$100,388
Cash Surplus/Deficit	\$7,623	\$7,623	\$6,996	\$4,700	\$4,340	\$7,223	\$99,576
Ending Cash Balance	\$7,623	\$7,623	\$6,996	\$4,700	\$4,340	\$7,223	\$99,576

	<u>October</u>	<u>November</u>	<u>December</u>	<u>January</u>	<u>February</u>	<u>March</u>	<u>April</u>	<u>May</u>
Beginning Cash Balance	\$7,223	\$6,830	\$6,830	\$6,830	\$6,830	\$6,830	\$6,812	\$6,812
Cash Inflow								
Organic Leaf Lettuce Production	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Inflow	✓ \$7,223	✓ \$6,830	✓ \$6,830	✓ \$6,830	✓ \$6,830	✓ \$6,830	✓ \$6,812	✓ \$6,812
Cultural Costs								
Fertilize: Gypsum/Compost	\$151							
Land Prep: Sub Soil	\$64							
Land Prep: Disc & Roll 2X	\$31							
Land Prep: Chisel 2X	\$37							
Land Prep: Land plane field 2X	\$26							
Cover Crop: Plant 1X/2Yr	\$39							
Cover Crop: Mow 1X/2Yr						\$3		
Cover Crop: Disc 2X/2Yr						\$8		
Land Prep: Disc & Roll 1X								
Land Prep: List Beds/Fertilize: (Pelleted Chicken Manure)								
Irrigate: Preirrigate - Sprinkle								
Weed: Cultivate 2X (Rolling Cultivator)								
Land Prep: Shape beds & roll								
Plant: Lettuce								
Insect: Plant Insectory (Alyssum Seed)								
Irrigate: Sprinkle 3X								
Stand Establishment: Thin. Weed: Hand Hoe								
Weed: Cultivate								
Irrigate: Lay drip line and laterals (drip tape)								
Fertilize: Sidedress 1X (Bloodmeal)								
Irrigate: Drip 5X								
Fertilize: through drip (Phytamin)								
Pest: Worms (Dipel)/Aphid (Pyganic)								
Weed: Cultivate/Furrow 2X (Break Bottoms)								
Weed: Hand Hoe								
Irrigate: Retrieve Drip and Laterals								
Pest: Pest Management Consultant								
Pickup use	\$6					\$6		
Total Cultural Costs	✓ \$354	✓ \$0	✓ \$0	✓ \$0	✓ \$0	✓ \$17	✓ \$0	✓ \$0
Harvest Costs								
Cut, Wrap, Pack, Haul								
Cool, Palletize, Sell								
Postharvest: Chop stubble								
Total Harvest Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Operating Costs Per Acre	\$354	\$0	\$0	\$0	\$0	\$17	\$0	\$0
Overhead Costs								
Land Rent								
Office Expense	\$25							
Field Sanitation (Toilets)								
Liability Insurance								
Annual Organic Certification Fees								
Property Taxes	\$7							
Property Insurance	\$6							
Investment Repairs	\$1					\$1		
Total Overhead Costs	\$39	\$0	\$0	\$0	\$0	\$1	\$0	\$0
Total Costs	\$393	\$0	\$0	\$0	\$0	\$18	\$0	\$0
Cash Surplus/Deficit	\$6,830	\$6,830	\$6,830	\$6,830	\$6,830	\$6,812	\$6,812	\$6,812
Cash Transactions								
Beginning Cash Balance	\$7,223	\$6,830	\$6,830	\$6,830	\$6,830	\$6,830	\$6,812	\$6,812
Cash Surplus/Deficit	\$6,830	\$6,830	\$6,830	\$6,830	\$6,830	\$6,812	\$6,812	\$6,812
Ending Cash Balance	\$6,830	\$6,830	\$6,830	\$6,830	\$6,830	\$6,812	\$6,812	\$6,812

	<u>June</u>	<u>July</u>	<u>August</u>	<u>September</u>	<u>October</u>	<u>November</u>	<u>Total</u>
Beginning Cash Balance	\$6,812	\$6,812	\$6,812	\$6,185	\$3,889	\$3,529	\$89,030
Cash Inflow							
Organic Leaf Lettuce Production	\$0	\$0	\$0	\$0	\$0	\$9,074	\$9,074
Total Inflow	\$6,812	\$6,812	\$6,812	\$6,185	\$3,889	\$12,603	\$98,104
Cultural Costs							
Fertilize: Gypsum/Compost							\$151
Land Prep: Sub Soil							\$64
Land Prep: Disc & Roll 2X							\$31
Land Prep: Chisel 2X							\$37
Land Prep: Land plane field 2X							\$26
Cover Crop: Plant 1X/2Yr							\$39
Cover Crop: Mow 1X/2Yr							\$3
Cover Crop: Disc 2X/2Yr							\$8
Land Prep: Disc & Roll 1X			\$16				\$16
Land Prep: List Beds/Fertilize: (Pelleted Chicken Manure)			\$275				\$275
Irrigate: Preirrigate - Sprinkle			\$44				\$44
Weed: Cultivate 2X (Rolling Cultivator)			\$14				\$14
Land Prep: Shape beds & roll			\$15				\$15
Plant: Lettuce			\$169				\$169
Insect: Plant Insectory (Alyssum Seed)			\$4				\$4
Irrigate: Sprinkle 3X			\$44	\$22			\$66
Stand Establishment: Thin. Weed: Hand Hoe				\$219			\$219
Weed: Cultivate				\$7			\$7
Irrigate: Lay drip line and laterals (drip tape)				\$301			\$301
Fertilize: Sidedress 1X (Bloodmeal)				\$347			\$347
Irrigate: Drip 5X				\$27	\$56	\$27	\$110
Fertilize: through drip (Phytamin)				\$29	\$58		\$87
Pest: Worms (Dipel)/Aphid (Pyganic)				\$91			\$91
Weed: Cultivate/Furrow 2X (Break Bottoms)				\$7	\$7		\$14
Weed: Hand Hoe					\$162		\$162
Irrigate: Retrieve Drip and Laterals						\$175	\$175
Pest: Pest Management Consultant			\$8	\$8	\$8	\$8	\$32
Pickup use			\$11	\$11	\$11	\$11	\$56
Total Cultural Costs	\$0	\$0	\$600	\$1,069	\$302	\$221	\$2,563
Harvest Costs							
Cut, Wrap, Pack, Haul						\$3,113	\$3,113
Cool, Palletize, Sell						\$1,725	\$1,725
Postharvest: Chop stubble						\$11	\$11
Total Harvest Costs	\$0	\$0	\$0	\$0	\$0	\$4,838	\$4,838
Total Operating Costs Per Acre	\$0	\$0	\$600	\$1,069	\$302	\$5,059	\$7,401
Overhead Costs							
Land Rent				\$1,200			\$1,200
Office Expense			\$25	\$25	\$25	\$25	\$125
Field Sanitation (Toilets)					\$31	\$31	\$62
Liability Insurance						\$15	\$15
Annual Organic Certification Fees						\$90	\$90
Property Taxes							\$7
Property Insurance							\$6
Investment Repairs			\$2	\$2	\$2	\$2	\$10
Total Overhead Costs	\$0	\$0	\$27	\$1,227	\$58	\$163	\$1,515
Total Costs	\$0	\$0	\$627	\$2,296	\$360	\$5,222	\$8,916
Cash Surplus/Deficit	\$6,812	\$6,812	\$6,185	\$3,889	\$3,529	\$7,381	\$89,188
Cash Transactions							
Beginning Cash Balance	\$6,812	\$6,812	\$6,812	\$6,185	\$3,889	\$3,529	\$89,030
Cash Surplus/Deficit	\$6,812	\$6,812	\$6,185	\$3,889	\$3,529	\$7,381	\$89,188
Ending Cash Balance	\$6,812	\$6,812	\$6,185	\$3,889	\$3,529	\$7,381	\$89,188

	<u>October</u>	<u>November</u>	<u>December</u>	<u>January</u>	<u>February</u>	<u>March</u>	<u>April</u>	<u>May</u>
Beginning Cash Balance	\$7,381	\$6,988	\$6,988	\$6,988	\$6,988	\$6,988	\$6,970	\$6,970
Cash Inflow								
Organic Leaf Lettuce Production	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Inflow	\$7,381	\$6,988	\$6,988	\$6,988	\$6,988	\$6,988	\$6,970	\$6,970
Cultural Costs								
Fertilize: Gypsum/Compost	\$151							
Land Prep: Sub Soil	\$64							
Land Prep: Disc & Roll 2X	\$31							
Land Prep: Chisel 2X	\$37							
Land Prep: Land plane field 2X	\$26							
Cover Crop: Plant 1X/2Yr	\$39							
Cover Crop: Mow 1X/2Yr						\$3		
Cover Crop: Disc 2X/2Yr						\$8		
Land Prep: Disc & Roll 1X								
Land Prep: List Beds/Fertilize: (Pelleted Chicken Manure)								
Irrigate: Preirrigate - Sprinkle								
Weed: Cultivate 2X (Rolling Cultivator)								
Land Prep: Shape beds & roll								
Plant: Lettuce								
Insect: Plant Insectory (Alyssum Seed)								
Irrigate: Sprinkle 3X								
Stand Establishment: Thin. Weed: Hand Hoe								
Weed: Cultivate								
Irrigate: Lay drip line and laterals (drip tape)								
Fertilize: Sidedress 1X (Bloodmeal)								
Irrigate: Drip 5X								
Fertilize: through drip (Phytamin)								
Pest: Worms (Dipel)/Aphid (Pyganic)								
Weed: Cultivate/Furrow 2X (Break Bottoms)								
Weed: Hand Hoe								
Irrigate: Retrieve Drip and Laterals								
Pest: Pest Management Consultant								
Pickup use	\$6					\$6		
Total Cultural Costs	\$354	\$0	\$0	\$0	\$0	\$17	\$0	\$0
Harvest Costs								
Cut, Wrap, Pack, Haul								
Cool, Palletize, Sell								
Postharvest: Chop stubble								
Total Harvest Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Operating Costs Per Acre	\$354	\$0	\$0	\$0	\$0	\$17	\$0	\$0
Overhead Costs								
Land Rent								
Office Expense	\$25							
Field Sanitation (Toilets)								
Liability Insurance								
Annual Organic Certification Fees								
Property Taxes	\$7							
Property Insurance	\$6							
Investment Repairs	\$1					\$1		
Total Overhead Costs	\$39	\$0	\$0	\$0	\$0	\$1	\$0	\$0
Total Costs	\$393	\$0	\$0	\$0	\$0	\$18	\$0	\$0
Cash Surplus/Deficit	\$6,988	\$6,988	\$6,988	\$6,988	\$6,988	\$6,970	\$6,970	\$6,970
Cash Transactions								
Beginning Cash Balance	\$7,381	\$6,988	\$6,988	\$6,988	\$6,988	\$6,988	\$6,970	\$6,970
Cash Surplus/Deficit	\$6,988	\$6,988	\$6,988	\$6,988	\$6,988	\$6,970	\$6,970	\$6,970
Ending Cash Balance	\$6,988	\$6,988	\$6,988	\$6,988	\$6,988	\$6,970	\$6,970	\$6,970

	June	July	August	September	October	November	Total
Beginning Cash Balance	\$6,970	\$6,970	\$6,970	\$6,343	\$4,047	\$3,687	\$91,246
Cash Inflow							
Organic Leaf Lettuce Production	\$0	\$0	\$0	\$0	\$0	\$9,215	\$9,215
Total Inflow	\$6,970	\$6,970	\$6,970	\$6,343	\$4,047	\$12,901	\$100,461
Cultural Costs							
Fertilize: Gypsum/Compost							\$151
Land Prep: Sub Soil							\$64
Land Prep: Disc & Roll 2X							\$31
Land Prep: Chisel 2X							\$37
Land Prep: Land plane field 2X							\$26
Cover Crop: Plant 1X/2Yr							\$39
Cover Crop: Mow 1X/2Yr							\$3
Cover Crop: Disc 2X/2Yr							\$8
Land Prep: Disc & Roll 1X			\$16				\$16
Land Prep: List Beds/Fertilize: (Pelleted Chicken Manure)			\$275				\$275
Irrigate: Preirrigate - Sprinkle			\$44				\$44
Weed: Cultivate 2X (Rolling Cultivator)			\$14				\$14
Land Prep: Shape beds & roll			\$15				\$15
Plant: Lettuce			\$169				\$169
Insect: Plant Insectory (Alyssum Seed)			\$4				\$4
Irrigate: Sprinkle 3X			\$44	\$22			\$66
Stand Establishment: Thin. Weed: Hand Hoe				\$219			\$219
Weed: Cultivate				\$7			\$7
Irrigate: Lay drip line and laterals (drip tape)				\$301			\$301
Fertilize: Sidedress 1X (Bloodmeal)				\$347			\$347
Irrigate: Drip 5X				\$27	\$56	\$27	\$110
Fertilize: through drip (Phytamin)				\$29	\$58		\$87
Pest: Worms (Dipel)/Aphid (Pyganic)				\$91			\$91
Weed: Cultivate/Furrow 2X (Break Bottoms)				\$7	\$7		\$14
Weed: Hand Hoe					\$162		\$162
Irrigate: Retrieve Drip and Laterals						\$175	\$175
Pest: Pest Management Consultant			\$8	\$8	\$8	\$8	\$32
Pickup use			\$11	\$11	\$11	\$11	\$56
Total Cultural Costs	\$0	\$0	\$600	\$1,069	\$302	\$221	\$2,563
Harvest Costs							
Cut, Wrap, Pack, Haul						\$3,113	\$3,113
Cool, Palletize, Sell						\$1,725	\$1,725
Postharvest: Chop stubble						\$11	\$11
Total Harvest Costs	\$0	\$0	\$0	\$0	\$0	\$4,838	\$4,838
Total Operating Costs Per Acre	\$0	\$0	\$600	\$1,069	\$302	\$5,059	\$7,401
Overhead Costs							
Land Rent				\$1,200			\$1,200
Office Expense			\$25	\$25	\$25	\$25	\$125
Field Sanitation (Toilets)					\$31	\$31	\$62
Liability Insurance						\$15	\$15
Annual Organic Certification Fees						\$90	\$90
Property Taxes							\$7
Property Insurance							\$6
Investment Repairs			\$2	\$2	\$2	\$2	\$10
Total Overhead Costs	\$0	\$0	\$27	\$1,227	\$58	\$163	\$1,515
Total Costs	\$0	\$0	\$627	\$2,296	\$360	\$5,222	\$8,916
Cash Surplus/Deficit	\$6,970	\$6,970	\$6,343	\$4,047	\$3,687	\$7,679	\$91,545
Cash Transactions							
Beginning Cash Balance	\$6,970	\$6,970	\$6,970	\$6,343	\$4,047	\$3,687	\$91,246
Cash Surplus/Deficit	\$6,970	\$6,970	\$6,343	\$4,047	\$3,687	\$7,679	\$91,545
Ending Cash Balance	\$6,970	\$6,970	\$6,343	\$4,047	\$3,687	\$7,679	\$91,545

	October	November	December	January	February	March	April	May
Beginning Cash Balance	\$7,679	\$7,286	\$7,286	\$7,286	\$7,286	\$7,286	\$7,268	\$7,268
Cash Inflow								
Organic Leaf Lettuce Production	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Inflow	\$7,679	\$7,286	\$7,286	\$7,286	\$7,286	\$7,286	\$7,268	\$7,268
Cultural Costs								
Fertilize: Gypsum/Compost	\$151							
Land Prep: Sub Soil	\$64							
Land Prep: Disc & Roll 2X	\$31							
Land Prep: Chisel 2X	\$37							
Land Prep: Land plane field 2X	\$26							
Cover Crop: Plant 1X/2Yr	\$39							
Cover Crop: Mow 1X/2Yr						\$3		
Cover Crop: Disc 2X/2Yr						\$8		
Land Prep: Disc & Roll 1X								
Land Prep: List Beds/Fertilize: (Pelleted Chicken Manure)								
Irrigate: Preirrigate - Sprinkle								
Weed: Cultivate 2X (Rolling Cultivator)								
Land Prep: Shape beds & roll								
Plant: Lettuce								
Insect: Plant Insectory (Alyssum Seed)								
Irrigate: Sprinkle 3X								
Stand Establishment: Thin. Weed: Hand Hoe								
Weed: Cultivate								
Irrigate: Lay drip line and laterals (drip tape)								
Fertilize: Sidedress 1X (Bloodmeal)								
Irrigate: Drip 5X								
Fertilize: through drip (Phytamin)								
Pest: Worms (Dipel)/Aphid (Pyganic)								
Weed: Cultivate/Furrow 2X (Break Bottoms)								
Weed: Hand Hoe								
Irrigate: Retrieve Drip and Laterals								
Pest: Pest Management Consultant								
Pickup use	\$6					\$6		
Total Cultural Costs	\$354	\$0	\$0	\$0	\$0	\$17	\$0	\$0
Harvest Costs								
Cut, Wrap, Pack, Haul								
Cool, Palletize, Sell								
Postharvest: Chop stubble								
Total Harvest Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Operating Costs Per Acre	\$354	\$0	\$0	\$0	\$0	\$17	\$0	\$0
Overhead Costs								
Land Rent								
Office Expense	\$25							
Field Sanitation (Toilets)								
Liability Insurance								
Annual Organic Certification Fees								
Property Taxes	\$7							
Property Insurance	\$6							
Investment Repairs	\$1					\$1		
Total Overhead Costs	\$39	\$0	\$0	\$0	\$0	\$1	\$0	\$0
Total Costs	\$393	\$0	\$0	\$0	\$0	\$18	\$0	\$0
Cash Surplus/Deficit	\$7,286	\$7,286	\$7,286	\$7,286	\$7,286	\$7,268	\$7,268	\$7,268
Cash Transactions								
Beginning Cash Balance	\$7,679	\$7,286	\$7,286	\$7,286	\$7,286	\$7,286	\$7,268	\$7,268
Cash Surplus/Deficit	\$7,286	\$7,286	\$7,286	\$7,286	\$7,286	\$7,268	\$7,268	\$7,268
Ending Cash Balance	\$7,286	\$7,286	\$7,286	\$7,286	\$7,286	\$7,268	\$7,268	\$7,268

	June	July	August	September	October	November	Total
Beginning Cash Balance							
Cash Inflow	\$7,268	\$7,268	\$7,268	\$6,641	\$4,345	\$3,985	\$95,426
Organic Leaf Lettuce Production							
Total Inflow	\$0	\$0	\$0	\$0	\$0	\$9,426	\$9,426
	\$7,268	\$7,268	\$7,268	\$6,641	\$4,345	\$13,411	\$104,851
Cultural Costs							
Fertilize: Gypsum/Compost							\$151
Land Prep: Sub Soil							\$64
Land Prep: Disc & Roll 2X							\$31
Land Prep: Chisel 2X							\$37
Land Prep: Land plane field 2X							\$26
Cover Crop: Plant 1X/2Yr							\$39
Cover Crop: Mow 1X/2Yr							\$3
Cover Crop: Disc 2X/2Yr							\$8
Land Prep: Disc & Roll 1X							\$16
Land Prep: List Beds/Fertilize: (Pelleted Chicken Manure)			\$16				\$275
Irrigate: Preirrigate - Sprinkle			\$275				\$44
Weed: Cultivate 2X (Rolling Cultivator)			\$44				\$14
Land Prep: Shape beds & roll			\$14				\$15
Plant: Lettuce			\$15				\$169
Insect: Plant Insectory (Alyssum Seed)			\$169				\$4
Irrigate: Sprinkle 3X			\$4				\$22
Stand Establishment: Thin. Weed: Hand Hoe			\$44	\$22			\$219
Weed: Cultivate				\$219			\$7
Irrigate: Lay drip line and laterals (drip tape)				\$7			\$301
Fertilize: Sidedress 1X (Bloodmeal)				\$301			\$347
Irrigate: Drip 5X				\$347			\$27
Fertilize: through drip (Phytamin)				\$27	\$56	\$27	\$58
Pest: Worms (Dipel)/Aphid (Pyganic)				\$29	\$58		\$91
Weed: Cultivate/Furrow 2X (Break Bottoms)				\$91			\$7
Weed: Hand Hoe				\$7	\$7		\$162
Irrigate: Retrieve Drip and Laterals					\$162		\$175
Pest: Pest Management Consultant						\$175	\$8
Pickup use			\$8	\$8	\$8	\$8	\$11
			\$11	\$11	\$11	\$11	\$56
Total Cultural Costs	\$0	\$0	\$600	\$1,069	\$302	\$221	\$2,563
Harvest Costs							
Cut, Wrap, Pack, Haul						\$3,113	\$3,113
Cool, Palletize, Sell						\$1,725	\$1,725
Postharvest: Chop stubble						\$11	\$11
Total Harvest Costs	\$0	\$0	\$0	\$0	\$0	\$4,838	\$4,838
Total Operating Costs Per Acre	\$0	\$0	\$600	\$1,069	\$302	\$5,059	\$7,401
Overhead Costs							
Land Rent				\$1,200			\$1,200
Office Expense			\$25	\$25	\$25	\$25	\$125
Field Sanitation (Toilets)					\$31	\$31	\$62
Liability Insurance						\$15	\$15
Annual Organic Certification Fees						\$90	\$90
Property Taxes							\$7
Property Insurance							\$6
Investment Repairs			\$2	\$2	\$2	\$2	\$10
Total Overhead Costs	\$0	\$0	\$27	\$1,227	\$58	\$163	\$1,515
Total Costs	\$0	\$0	\$627	\$2,296	\$360	\$5,222	\$8,916
Cash Surplus/Deficit	\$7,268	\$7,268	\$6,641	\$4,345	\$3,985	\$8,189	\$95,935
Cash Transactions							
Beginning Cash Balance	\$7,268	\$7,268	\$7,268	\$6,641	\$4,345	\$3,985	\$95,426
Cash Surplus/Deficit	\$7,268	\$7,268	\$6,641	\$4,345	\$3,985	\$8,189	\$95,935
Ending Cash Balance	\$7,268	\$7,268	\$6,641	\$4,345	\$3,985	\$8,189	\$95,935

	<u>October</u>	<u>November</u>	<u>December</u>	<u>January</u>	<u>February</u>	<u>March</u>	<u>April</u>	<u>May</u>
Beginning Cash Balance	\$8,189	\$7,796	\$7,796	\$7,796	\$7,796	\$7,796	\$7,778	\$7,778
Cash Inflow								
Organic Leaf Lettuce Production	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Inflow	\$8,189	\$7,796	\$7,796	\$7,796	\$7,796	\$7,796	\$7,778	\$7,778
Cultural Costs								
Fertilize: Gypsum/Compost	\$151							
Land Prep: Sub Soil	\$64							
Land Prep: Disc & Roll 2X	\$31							
Land Prep: Chisel 2X	\$37							
Land Prep: Land plane field 2X	\$26							
Cover Crop: Plant 1X/2Yr	\$39							
Cover Crop: Mow 1X/2Yr						\$3		
Cover Crop: Disc 2X/2Yr						\$8		
Land Prep: Disc & Roll 1X								
Land Prep: List Beds/Fertilize: (Pelleted Chicken Manure)								
Irrigate: Preirrigate - Sprinkle								
Weed: Cultivate 2X (Rolling Cultivator)								
Land Prep: Shape beds & roll								
Plant: Lettuce								
Insect: Plant Insectory (Alyssum Seed)								
Irrigate: Sprinkle 3X								
Stand Establishment: Thin. Weed: Hand Hoe								
Weed: Cultivate								
Irrigate: Lay drip line and laterals (drip tape)								
Fertilize: Sidedress 1X (Bloodmeal)								
Irrigate: Drip 5X								
Fertilize: through drip (Phytamin)								
Pest: Worms (Dipel)/Aphid (Pyganic)								
Weed: Cultivate/Furrow 2X (Break Bottoms)								
Weed: Hand Hoe								
Irrigate: Retrieve Drip and Laterals								
Pest: Pest Management Consultant								
Pickup use	\$6					\$6		
Total Cultural Costs	\$354	\$0	\$0	\$0	\$0	\$17	\$0	\$0
Harvest Costs								
Cut, Wrap, Pack, Haul								
Cool, Palletize, Sell								
Postharvest: Chop stubble								
Total Harvest Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Operating Costs Per Acre	\$354	\$0	\$0	\$0	\$0	\$17	\$0	\$0
Overhead Costs								
Land Rent								
Office Expense	\$25							
Field Sanitation (Toilets)								
Liability Insurance								
Annual Organic Certification Fees								
Property Taxes	\$7							
Property Insurance	\$6							
Investment Repairs	\$1					\$1		
Total Overhead Costs	\$39	\$0	\$0	\$0	\$0	\$1	\$0	\$0
Total Costs	\$393	\$0	\$0	\$0	\$0	\$18	\$0	\$0
Cash Surplus/Deficit	\$7,796	\$7,796	\$7,796	\$7,796	\$7,796	\$7,778	\$7,778	\$7,778
Cash Transactions								
Beginning Cash Balance	\$8,189	\$7,796	\$7,796	\$7,796	\$7,796	\$7,796	\$7,778	\$7,778
Cash Surplus/Deficit	\$7,796	\$7,796	\$7,796	\$7,796	\$7,796	\$7,778	\$7,778	\$7,778
Ending Cash Balance	\$7,796	\$7,796	\$7,796	\$7,796	\$7,796	\$7,778	\$7,778	\$7,778

	<u>June</u>	<u>July</u>	<u>August</u>	<u>September</u>	<u>October</u>	<u>November</u>	<u>Total</u>
Beginning Cash Balance	\$7,778	\$7,778	\$7,778	\$7,151	\$4,855	\$4,495	\$102,562
Cash Inflow							
Organic Leaf Lettuce Production	\$0	\$0	\$0	\$0	\$0	\$9,326	\$9,326
Total Inflow	\$7,778	\$7,778	\$7,778	\$7,151	\$4,855	\$13,821	\$111,888

Cultural Costs							
Fertilize: Gypsum/Compost							\$151
Land Prep: Sub Soil							\$64
Land Prep: Disc & Roll 2X							\$31
Land Prep: Chisel 2X							\$37
Land Prep: Land plane field 2X							\$26
Cover Crop: Plant 1X/2Yr							\$39
Cover Crop: Mow 1X/2Yr							\$3
Cover Crop: Disc 2X/2Yr							\$8
Land Prep: Disc & Roll 1X			\$16				\$16
Land Prep: List Beds/Fertilize: (Pelleted Chicken Manure)			\$275				\$275
Irrigate: Preirrigate - Sprinkle			\$44				\$44
Weed: Cultivate 2X (Rolling Cultivator)			\$14				\$14
Land Prep: Shape beds & roll			\$15				\$15
Plant: Lettuce			\$169				\$169
Insect: Plant Insectory (Alyssum Seed)			\$4				\$4
Irrigate: Sprinkle 3X			\$44	\$22			\$66
Stand Establishment: Thin. Weed: Hand Hoe				\$219			\$219
Weed: Cultivate				\$7			\$7
Irrigate: Lay drip line and laterals (drip tape)				\$301			\$301
Fertilize: Sidedress 1X (Bloodmeal)				\$347			\$347
Irrigate: Drip 5X				\$27	\$56	\$27	\$110
Fertilize: through drip (Phytamin)				\$29	\$58		\$87
Pest: Worms (Dipel)/Aphid (Pyganic)				\$91			\$91
Weed: Cultivate/Furrow 2X (Break Bottoms)				\$7	\$7		\$14
Weed: Hand Hoe					\$162		\$162
Irrigate: Retrieve Drip and Laterals						\$175	\$175
Pest: Pest Management Consultant			\$8	\$8	\$8	\$8	\$32
Pickup use			\$11	\$11	\$11	\$11	\$56
Total Cultural Costs	\$0	\$0	\$600	\$1,069	\$302	\$221	\$2,563

Harvest Costs							
Cut, Wrap, Pack, Haul						\$3,113	\$3,113
Cool, Palletize, Sell						\$1,725	\$1,725
Postharvest: Chop stubble						\$11	\$11
Total Harvest Costs	\$0	\$0	\$0	\$0	\$0	\$4,838	\$4,838

Total Operating Costs Per Acre	\$0	\$0	\$600	\$1,069	\$302	\$5,059	\$7,401
---------------------------------------	-----	-----	-------	---------	-------	---------	---------

Overhead Costs							
Land Rent				\$1,200			\$1,200
Office Expense			\$25	\$25	\$25	\$25	\$125
Field Sanitation (Toilets)					\$31	\$31	\$62
Liability Insurance						\$15	\$15
Annual Organic Certification Fees						\$90	\$90
Property Taxes							\$7
Property Insurance							\$6
Investment Repairs			\$2	\$2	\$2	\$2	\$10
Total Overhead Costs	\$0	\$0	\$27	\$1,227	\$58	\$163	\$1,515

Total Costs	\$0	\$0	\$627	\$2,296	\$360	\$5,222	\$8,916
--------------------	-----	-----	-------	---------	-------	---------	---------

Cash Surplus/Deficit	\$7,778	\$7,778	\$7,151	\$4,855	\$4,495	\$8,599	\$102,972
-----------------------------	---------	---------	---------	---------	---------	---------	-----------

Cash Transactions							
Beginning Cash Balance	\$7,778	\$7,778	\$7,778	\$7,151	\$4,855	\$4,495	\$102,562
Cash Surplus/Deficit	\$7,778	\$7,778	\$7,151	\$4,855	\$4,495	\$8,599	\$102,972
Ending Cash Balance	\$7,778	\$7,778	\$7,151	\$4,855	\$4,495	\$8,599	\$102,972

	<u>October</u>	<u>November</u>	<u>December</u>	<u>January</u>	<u>February</u>	<u>March</u>	<u>April</u>	<u>May</u>
Beginning Cash Balance	\$8,599	\$8,206	\$8,206	\$8,206	\$8,206	\$8,206	\$8,188	\$8,188
Cash Inflow								
Organic Leaf Lettuce Production	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Inflow	\$8,599	\$8,206	\$8,206	\$8,206	\$8,206	\$8,206	\$8,188	\$8,188
Cultural Costs								
Fertilize: Gypsum/Compost	\$151							
Land Prep: Sub Soil	\$64							
Land Prep: Disc & Roll 2X	\$31							
Land Prep: Chisel 2X	\$37							
Land Prep: Land plane field 2X	\$26							
Cover Crop: Plant 1X/2Yr	\$39							
Cover Crop: Mow 1X/2Yr						\$3		
Cover Crop: Disc 2X/2Yr						\$8		
Land Prep: Disc & Roll 1X								
Land Prep: List Beds/Fertilize: (Pelleted Chicken Manure)								
Irrigate: Preirrigate - Sprinkle								
Weed: Cultivate 2X (Rolling Cultivator)								
Land Prep: Shape beds & roll								
Plant: Lettuce								
Insect: Plant Insectory (Alyssum Seed)								
Irrigate: Sprinkle 3X								
Stand Establishment: Thin. Weed: Hand Hoe								
Weed: Cultivate								
Irrigate: Lay drip line and laterals (drip tape)								
Fertilize: Sidedress 1X (Bloodmeal)								
Irrigate: Drip 5X								
Fertilize: through drip (Phytamin)								
Pest: Worms (Dipel)/Aphid (Pyganic)								
Weed: Cultivate/Furrow 2X (Break Bottoms)								
Weed: Hand Hoe								
Irrigate: Retrieve Drip and Laterals								
Pest: Pest Management Consultant								
Pickup use	\$6					\$6		
Total Cultural Costs	\$354	\$0	\$0	\$0	\$0	\$17	\$0	\$0
Harvest Costs								
Cut, Wrap, Pack, Haul								
Cool, Palletize, Sell								
Postharvest: Chop stubble								
Total Harvest Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Operating Costs Per Acre	\$354	\$0	\$0	\$0	\$0	\$17	\$0	\$0
Overhead Costs								
Land Rent								
Office Expense	\$25							
Field Sanitation (Toilets)								
Liability Insurance								
Annual Organic Certification Fees								
Property Taxes	\$7							
Property Insurance	\$6							
Investment Repairs	\$1					\$1		
Total Overhead Costs	\$39	\$0	\$0	\$0	\$0	\$1	\$0	\$0
Total Costs	\$393	\$0	\$0	\$0	\$0	\$18	\$0	\$0
Cash Surplus/Deficit	\$8,206	\$8,206	\$8,206	\$8,206	\$8,206	\$8,188	\$8,188	\$8,188
Cash Transactions								
Beginning Cash Balance	\$8,599	\$8,206	\$8,206	\$8,206	\$8,206	\$8,206	\$8,188	\$8,188
Cash Surplus/Deficit	\$8,206	\$8,206	\$8,206	\$8,206	\$8,206	\$8,188	\$8,188	\$8,188
Ending Cash Balance	\$8,206	\$8,206	\$8,206	\$8,206	\$8,206	\$8,188	\$8,188	\$8,188

	<u>June</u>	<u>July</u>	<u>August</u>	<u>September</u>	<u>October</u>	<u>November</u>	<u>Total</u>
Beginning Cash Balance	\$8,188	\$8,188	\$8,188	\$7,561	\$5,265	\$4,905	\$108,300
Cash Inflow							
Organic Leaf Lettuce Production	\$0	\$0	\$0	\$0	\$0	\$9,509	\$9,509
Total Inflow	\$8,188	\$8,188	\$8,188	\$7,561	\$5,265	\$14,414	\$117,810
Cultural Costs							
Fertilize: Gypsum/Compost							\$151
Land Prep: Sub Soil							\$64
Land Prep: Disc & Roll 2X							\$31
Land Prep: Chisel 2X							\$37
Land Prep: Land plane field 2X							\$26
Cover Crop: Plant 1X/2Yr							\$39
Cover Crop: Mow 1X/2Yr							\$3
Cover Crop: Disc 2X/2Yr							\$8
Land Prep: Disc & Roll 1X			\$16				\$16
Land Prep: List Beds/Fertilize: (Pelleted Chicken Manure)			\$275				\$275
Irrigate: Preirrigate - Sprinkle			\$44				\$44
Weed: Cultivate 2X (Rolling Cultivator)			\$14				\$14
Land Prep: Shape beds & roll			\$15				\$15
Plant: Lettuce			\$169				\$169
Insect: Plant Insectory (Alyssum Seed)			\$4				\$4
Irrigate: Sprinkle 3X			\$44	\$22			\$66
Stand Establishment: Thin. Weed: Hand Hoe				\$219			\$219
Weed: Cultivate				\$7			\$7
Irrigate: Lay drip line and laterals (drip tape)				\$301			\$301
Fertilize: Sidedress 1X (Bloodmeal)				\$347			\$347
Irrigate: Drip 5X				\$27	\$56	\$27	\$110
Fertilize: through drip (Phytamin)				\$29	\$58		\$87
Pest: Worms (Dipel)/Aphid (Pyganic)				\$91			\$91
Weed: Cultivate/Furrow 2X (Break Bottoms)				\$7	\$7		\$14
Weed: Hand Hoe					\$162		\$162
Irrigate: Retrieve Drip and Laterals						\$175	\$175
Pest: Pest Management Consultant			\$8	\$8	\$8	\$8	\$32
Pickup use			\$11	\$11	\$11	\$11	\$56
Total Cultural Costs	\$0	\$0	\$600	\$1,069	\$302	\$221	\$2,563
Harvest Costs							
Cut, Wrap, Pack, Haul						\$3,113	\$3,113
Cool, Palletize, Sell						\$1,725	\$1,725
Postharvest: Chop stubble						\$11	\$11
Total Harvest Costs	\$0	\$0	\$0	\$0	\$0	\$4,838	\$4,838
Total Operating Costs Per Acre	\$0	\$0	\$600	\$1,069	\$302	\$5,059	\$7,401
Overhead Costs							
Land Rent				\$1,200			\$1,200
Office Expense			\$25	\$25	\$25	\$25	\$125
Field Sanitation (Toilets)					\$31	\$31	\$62
Liability Insurance						\$15	\$15
Annual Organic Certification Fees						\$90	\$90
Property Taxes							\$7
Property Insurance							\$6
Investment Repairs			\$2	\$2	\$2	\$2	\$10
Total Overhead Costs	\$0	\$0	\$27	\$1,227	\$58	\$163	\$1,515
Total Costs	\$0	\$0	\$627	\$2,296	\$360	\$5,222	\$8,916
Cash Surplus/Deficit	\$8,188	\$8,188	\$7,561	\$5,265	\$4,905	\$9,192	\$108,894
Cash Transactions							
Beginning Cash Balance	\$8,188	\$8,188	\$8,188	\$7,561	\$5,265	\$4,905	\$108,300
Cash Surplus/Deficit	\$8,188	\$8,188	\$7,561	\$5,265	\$4,905	\$9,192	\$108,894
Ending Cash Balance	\$8,188	\$8,188	\$7,561	\$5,265	\$4,905	\$9,192	\$108,894

	<u>October</u>	<u>November</u>	<u>December</u>	<u>January</u>	<u>February</u>	<u>March</u>	<u>April</u>	<u>May</u>
Beginning Cash Balance	\$9,192	\$8,799	\$8,799	\$8,799	\$8,799	\$8,799	\$8,781	\$8,781
Cash Inflow								
Organic Leaf Lettuce Production	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Inflow	\$9,192	\$8,799	\$8,799	\$8,799	\$8,799	\$8,799	\$8,781	\$8,781
Cultural Costs								
Fertilize: Gypsum/Compost	\$151							
Land Prep: Sub Soil	\$64							
Land Prep: Disc & Roll 2X	\$31							
Land Prep: Chisel 2X	\$37							
Land Prep: Land plane field 2X	\$26							
Cover Crop: Plant 1X/2Yr	\$39							
Cover Crop: Mow 1X/2Yr						\$3		
Cover Crop: Disc 2X/2Yr						\$8		
Land Prep: Disc & Roll 1X								
Land Prep: List Beds/Fertilize: (Pelleted Chicken Manure)								
Irrigate: Preirrigate - Sprinkle								
Weed: Cultivate 2X (Rolling Cultivator)								
Land Prep: Shape beds & roll								
Plant: Lettuce								
Insect: Plant Insectory (Alyssum Seed)								
Irrigate: Sprinkle 3X								
Stand Establishment: Thin. Weed: Hand Hoe								
Weed: Cultivate								
Irrigate: Lay drip line and laterals (drip tape)								
Fertilize: Sidedress 1X (Bloodmeal)								
Irrigate: Drip 5X								
Fertilize: through drip (Phytamin)								
Pest: Worms (Dipel)/Aphid (Pyganic)								
Weed: Cultivate/Furrow 2X (Break Bottoms)								
Weed: Hand Hoe								
Irrigate: Retrieve Drip and Laterals								
Pest: Pest Management Consultant								
Pickup use	\$6					\$6		
Total Cultural Costs	\$354	\$0	\$0	\$0	\$0	\$17	\$0	\$0
Harvest Costs								
Cut, Wrap, Pack, Haul								
Cool, Palletize, Sell								
Postharvest: Chop stubble								
Total Harvest Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Operating Costs Per Acre	\$354	\$0	\$0	\$0	\$0	\$17	\$0	\$0
Overhead Costs								
Land Rent								
Office Expense	\$25							
Field Sanitation (Toilets)								
Liability Insurance								
Annual Organic Certification Fees								
Property Taxes	\$7							
Property Insurance	\$6							
Investment Repairs	\$1					\$1		
Total Overhead Costs	\$39	\$0	\$0	\$0	\$0	\$1	\$0	\$0
Total Costs	\$393	\$0	\$0	\$0	\$0	\$18	\$0	\$0
Cash Surplus/Deficit	\$8,799	\$8,799	\$8,799	\$8,799	\$8,799	\$8,781	\$8,781	\$8,781
Cash Transactions								
Beginning Cash Balance	\$9,192	\$8,799	\$8,799	\$8,799	\$8,799	\$8,799	\$8,781	\$8,781
Cash Surplus/Deficit	\$8,799	\$8,799	\$8,799	\$8,799	\$8,799	\$8,781	\$8,781	\$8,781
Ending Cash Balance	\$8,799	\$8,799	\$8,799	\$8,799	\$8,799	\$8,781	\$8,781	\$8,781

Beginning Cash Balance	<u>June</u>	<u>July</u>	<u>August</u>	<u>September</u>	<u>October</u>	<u>November</u>	<u>Total</u>
Cash Inflow	\$8,781	\$8,781	\$8,781	\$8,154	\$5,858	\$5,498	\$116,606
Organic Leaf Lettuce Production							
Total Inflow	\$0	\$0	\$0	\$0	\$0	\$9,339	\$9,339
	\$8,781	\$8,781	\$8,781	\$8,154	\$5,858	\$14,838	\$125,945
Cultural Costs							
Fertilize: Gypsum/Compost							\$151
Land Prep: Sub Soil							\$64
Land Prep: Disc & Roll 2X							\$31
Land Prep: Chisel 2X							\$37
Land Prep: Land plane field 2X							\$26
Cover Crop: Plant 1X/2Yr							\$39
Cover Crop: Mow 1X/2Yr							\$3
Cover Crop: Disc 2X/2Yr							\$8
Land Prep: Disc & Roll 1X							\$16
Land Prep: List Beds/Fertilize: (Pelleted Chicken Manure)			\$16				\$275
Irrigate: Preirrigate - Sprinkle			\$275				\$44
Weed: Cultivate 2X (Rolling Cultivator)			\$44				\$14
Land Prep: Shape beds & roll			\$14				\$15
Plant: Lettuce			\$15				\$169
Insect: Plant Insectory (Alyssum Seed)			\$169				\$4
Irrigate: Sprinkle 3X			\$4				\$22
Stand Establishment: Thin. Weed: Hand Hoe			\$44	\$22			\$219
Weed: Cultivate				\$219			\$7
Irrigate: Lay drip line and laterals (drip tape)				\$7			\$301
Fertilize: Sidedress 1X (Bloodmeal)				\$301			\$347
Irrigate: Drip 5X				\$347			\$27
Fertilize: through drip (Phytamin)				\$27	\$56	\$27	\$29
Pest: Worms (Dipel)/Aphid (Pyganic)				\$29	\$58		\$91
Weed: Cultivate/Furrow 2X (Break Bottoms)				\$91			\$7
Weed: Hand Hoe				\$7	\$7		\$162
Irrigate: Retrieve Drip and Laterals					\$162		\$175
Pest: Pest Management Consultant						\$175	\$8
Pickup use			\$8	\$8	\$8	\$8	\$11
Total Cultural Costs	\$0	\$0	\$600	\$1,069	\$302	\$221	\$2,563
Harvest Costs							
Cut, Wrap, Pack, Haul						\$3,113	\$3,113
Cool, Palletize, Sell						\$1,725	\$1,725
Postharvest: Chop stubble						\$11	\$11
Total Harvest Costs	\$0	\$0	\$0	\$0	\$0	\$4,838	\$4,838
Total Operating Costs Per Acre	\$0	\$0	\$600	\$1,069	\$302	\$5,059	\$7,401
Overhead Costs							
Land Rent				\$1,200			\$1,200
Office Expense			\$25	\$25	\$25	\$25	\$125
Field Sanitation (Toilets)					\$31	\$31	\$62
Liability Insurance						\$15	\$15
Annual Organic Certification Fees						\$90	\$90
Property Taxes							\$7
Property Insurance							\$6
Investment Repairs			\$2	\$2	\$2	\$2	\$10
Total Overhead Costs	\$0	\$0	\$27	\$1,227	\$58	\$163	\$1,515
Total Costs	\$0	\$0	\$627	\$2,296	\$360	\$5,222	\$8,916
Cash Surplus/Deficit	\$8,781	\$8,781	\$8,154	\$5,858	\$5,498	\$9,616	\$117,029
Cash Transactions							
Beginning Cash Balance	\$8,781	\$8,781	\$8,781	\$8,154	\$5,858	\$5,498	\$116,606
Cash Surplus/Deficit	\$8,781	\$8,781	\$8,154	\$5,858	\$5,498	\$9,616	\$117,029
Ending Cash Balance	\$8,781	\$8,781	\$8,154	\$5,858	\$5,498	\$9,616	\$117,029

	<u>October</u>	<u>November</u>	<u>December</u>	<u>January</u>	<u>February</u>	<u>March</u>	<u>April</u>	<u>May</u>
Beginning Cash Balance	\$9,616	\$9,223	\$9,223	\$9,223	\$9,223	\$9,223	\$9,205	\$9,205
Cash Inflow								
Organic Leaf Lettuce Production	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Inflow	\$9,616	\$9,223	\$9,223	\$9,223	\$9,223	\$9,223	\$9,205	\$9,205
Cultural Costs								
Fertilize: Gypsum/Compost	\$151							
Land Prep: Sub Soil	\$64							
Land Prep: Disc & Roll 2X	\$31							
Land Prep: Chisel 2X	\$37							
Land Prep: Land plane field 2X	\$26							
Cover Crop: Plant 1X/2Yr	\$39							
Cover Crop: Mow 1X/2Yr						\$3		
Cover Crop: Disc 2X/2Yr						\$8		
Land Prep: Disc & Roll 1X								
Land Prep: List Beds/Fertilize: (Pelleted Chicken Manure)								
Irrigate: Preirrigate - Sprinkle								
Weed: Cultivate 2X (Rolling Cultivator)								
Land Prep: Shape beds & roll								
Plant: Lettuce								
Insect: Plant Insectory (Alyssum Seed)								
Irrigate: Sprinkle 3X								
Stand Establishment: Thin. Weed: Hand Hoe								
Weed: Cultivate								
Irrigate: Lay drip line and laterals (drip tape)								
Fertilize: Sidedress 1X (Bloodmeal)								
Irrigate: Drip 5X								
Fertilize: through drip (Phytamin)								
Pest: Worms (Dipel)/Aphid (Pyganic)								
Weed: Cultivate/Furrow 2X (Break Bottoms)								
Weed: Hand Hoe								
Irrigate: Retrieve Drip and Laterals								
Pest: Pest Management Consultant								
Pickup use	\$6					\$6		
Total Cultural Costs	\$354	\$0	\$0	\$0	\$0	\$17	\$0	\$0
Harvest Costs								
Cut, Wrap, Pack, Haul								
Cool, Palletize, Sell								
Postharvest: Chop stubble								
Total Harvest Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Operating Costs Per Acre	\$354	\$0	\$0	\$0	\$0	\$17	\$0	\$0
Overhead Costs								
Land Rent								
Office Expense	\$25							
Field Sanitation (Toilets)								
Liability Insurance								
Annual Organic Certification Fees								
Property Taxes	\$7							
Property Insurance	\$6							
Investment Repairs	\$1					\$1		
Total Overhead Costs	\$39	\$0	\$0	\$0	\$0	\$1	\$0	\$0
Total Costs	\$393	\$0	\$0	\$0	\$0	\$18	\$0	\$0
Cash Surplus/Deficit	\$9,223	\$9,223	\$9,223	\$9,223	\$9,223	\$9,205	\$9,205	\$9,205
Cash Transactions								
Beginning Cash Balance	\$9,616	\$9,223	\$9,223	\$9,223	\$9,223	\$9,223	\$9,205	\$9,205
Cash Surplus/Deficit	\$9,223	\$9,223	\$9,223	\$9,223	\$9,223	\$9,205	\$9,205	\$9,205
Ending Cash Balance	\$9,223	\$9,223	\$9,223	\$9,223	\$9,223	\$9,205	\$9,205	\$9,205

	June	July	August	September	October	November	Total
Beginning Cash Balance	\$9,205	\$9,205	\$9,205	\$8,578	\$6,282	\$5,922	\$122,534
Cash Inflow							
Organic Leaf Lettuce Production	\$0	\$0	\$0	\$0	\$0	\$8,959	\$8,959
Total Inflow	\$9,205	\$9,205	\$9,205	\$8,578	\$6,282	\$14,881	\$131,493
Cultural Costs							
Fertilize: Gypsum/Compost							\$151
Land Prep: Sub Soil							\$64
Land Prep: Disc & Roll 2X							\$31
Land Prep: Chisel 2X							\$37
Land Prep: Land plane field 2X							\$26
Cover Crop: Plant 1X/2Yr							\$39
Cover Crop: Mow 1X/2Yr							\$3
Cover Crop: Disc 2X/2Yr							\$8
Land Prep: Disc & Roll 1X			\$16				\$16
Land Prep: List Beds/Fertilize: (Pelleted Chicken Manure)			\$275				\$275
Irrigate: Preirrigate - Sprinkle			\$44				\$44
Weed: Cultivate 2X (Rolling Cultivator)			\$14				\$14
Land Prep: Shape beds & roll			\$15				\$15
Plant: Lettuce			\$169				\$169
Insect: Plant Insectory (Alyssum Seed)			\$4				\$4
Irrigate: Sprinkle 3X			\$44	\$22			\$66
Stand Establishment: Thin. Weed: Hand Hoe				\$219			\$219
Weed: Cultivate				\$7			\$7
Irrigate: Lay drip line and laterals (drip tape)				\$301			\$301
Fertilize: Sidedress 1X (Bloodmeal)				\$347			\$347
Irrigate: Drip 5X				\$27	\$56	\$27	\$110
Fertilize: through drip (Phytamin)				\$29	\$58		\$87
Pest: Worms (Dipel)/Aphid (Pyganic)				\$91			\$91
Weed: Cultivate/Furrow 2X (Break Bottoms)				\$7	\$7		\$14
Weed: Hand Hoe					\$162		\$162
Irrigate: Retrieve Drip and Laterals						\$175	\$175
Pest: Pest Management Consultant			\$8	\$8	\$8	\$8	\$32
Pickup use			\$11	\$11	\$11	\$11	\$56
Total Cultural Costs	\$0	\$0	\$600	\$1,069	\$302	\$221	\$2,563
Harvest Costs							
Cut, Wrap, Pack, Haul						\$3,113	\$3,113
Cool, Palletize, Sell						\$1,725	\$1,725
Postharvest: Chop stubble						\$11	\$11
Total Harvest Costs	\$0	\$0	\$0	\$0	\$0	\$4,838	\$4,838
Total Operating Costs Per Acre	\$0	\$0	\$600	\$1,069	\$302	\$5,059	\$7,401
Overhead Costs							
Land Rent				\$1,200			\$1,200
Office Expense			\$25	\$25	\$25	\$25	\$125
Field Sanitation (Toilets)					\$31	\$31	\$62
Liability Insurance						\$15	\$15
Annual Organic Certification Fees						\$90	\$90
Property Taxes							\$7
Property Insurance							\$6
Investment Repairs			\$2	\$2	\$2	\$2	\$10
Total Overhead Costs	\$0	\$0	\$27	\$1,227	\$58	\$163	\$1,515
Total Costs	\$0	\$0	\$627	\$2,296	\$360	\$5,222	\$8,916
Cash Surplus/Deficit	\$9,205	\$9,205	\$8,578	\$6,282	\$5,922	\$9,659	\$122,577
Cash Transactions							
Beginning Cash Balance	\$9,205	\$9,205	\$9,205	\$8,578	\$6,282	\$5,922	\$122,534
Cash Surplus/Deficit	\$9,205	\$9,205	\$8,578	\$6,282	\$5,922	\$9,659	\$122,577
Ending Cash Balance	\$9,205	\$9,205	\$8,578	\$6,282	\$5,922	\$9,659	\$122,577

	<u>October</u>	<u>November</u>	<u>December</u>	<u>January</u>	<u>February</u>	<u>March</u>	<u>April</u>	<u>May</u>
Beginning Cash Balance	\$9,659	\$9,266	\$9,266	\$9,266	\$9,266	\$9,266	\$9,248	\$9,248
Cash Inflow								
Organic Leaf Lettuce Production	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Inflow	\$9,659	\$9,266	\$9,266	\$9,266	\$9,266	\$9,266	\$9,248	\$9,248
Cultural Costs								
Fertilize: Gypsum/Compost	\$151							
Land Prep: Sub Soil	\$64							
Land Prep: Disc & Roll 2X	\$31							
Land Prep: Chisel 2X	\$37							
Land Prep: Land plane field 2X	\$26							
Cover Crop: Plant 1X/2Yr	\$39							
Cover Crop: Mow 1X/2Yr						\$3		
Cover Crop: Disc 2X/2Yr						\$8		
Land Prep: Disc & Roll 1X								
Land Prep: List Beds/Fertilize: (Pelleted Chicken Manure)								
Irrigate: Preirrigate - Sprinkle								
Weed: Cultivate 2X (Rolling Cultivator)								
Land Prep: Shape beds & roll								
Plant: Lettuce								
Insect: Plant Insectory (Alyssum Seed)								
Irrigate: Sprinkle 3X								
Stand Establishment: Thin. Weed: Hand Hoe								
Weed: Cultivate								
Irrigate: Lay drip line and laterals (drip tape)								
Fertilize: Sidedress 1X (Bloodmeal)								
Irrigate: Drip 5X								
Fertilize: through drip (Phytamin)								
Pest: Worms (Dipel)/Aphid (Pyganic)								
Weed: Cultivate/Furrow 2X (Break Bottoms)								
Weed: Hand Hoe								
Irrigate: Retrieve Drip and Laterals								
Pest: Pest Management Consultant								
Pickup use	\$6					\$6		
Total Cultural Costs	\$354	\$0	\$0	\$0	\$0	\$17	\$0	\$0
Harvest Costs								
Cut, Wrap, Pack, Haul								
Cool, Palletize, Sell								
Postharvest: Chop stubble								
Total Harvest Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Operating Costs Per Acre	\$354	\$0	\$0	\$0	\$0	\$17	\$0	\$0
Overhead Costs								
Land Rent								
Office Expense	\$25							
Field Sanitation (Toilets)								
Liability Insurance								
Annual Organic Certification Fees								
Property Taxes	\$7							
Property Insurance	\$6							
Investment Repairs	\$1					\$1		
Total Overhead Costs	\$39	\$0	\$0	\$0	\$0	\$1	\$0	\$0
Total Costs	\$393	\$0	\$0	\$0	\$0	\$18	\$0	\$0
Cash Surplus/Deficit	\$9,266	\$9,266	\$9,266	\$9,266	\$9,266	\$9,248	\$9,248	\$9,248
Cash Transactions								
Beginning Cash Balance	\$9,659	\$9,266	\$9,266	\$9,266	\$9,266	\$9,266	\$9,248	\$9,248
Cash Surplus/Deficit	\$9,266	\$9,266	\$9,266	\$9,266	\$9,266	\$9,248	\$9,248	\$9,248
Ending Cash Balance	\$9,266	\$9,266	\$9,266	\$9,266	\$9,266	\$9,248	\$9,248	\$9,248

	<u>June</u>	<u>July</u>	<u>August</u>	<u>September</u>	<u>October</u>	<u>November</u>	<u>Total</u>
Beginning Cash Balance	\$9,248	\$9,248	\$9,248	\$8,621	\$6,325	\$5,965	\$123,134
Cash Inflow							
Organic Leaf Lettuce Production	\$0	\$0	\$0	\$0	\$0	\$9,316	\$9,316
Total Inflow	\$9,248	\$9,248	\$9,248	\$8,621	\$6,325	\$15,280	\$132,450
Cultural Costs							
Fertilize: Gypsum/Compost							\$151
Land Prep: Sub Soil							\$64
Land Prep: Disc & Roll 2X							\$31
Land Prep: Chisel 2X							\$37
Land Prep: Land plane field 2X							\$26
Cover Crop: Plant 1X/2Yr							\$39
Cover Crop: Mow 1X/2Yr							\$3
Cover Crop: Disc 2X/2Yr							\$8
Land Prep: Disc & Roll 1X			\$16				\$16
Land Prep: List Beds/Fertilize: (Pelleted Chicken Manure)			\$275				\$275
Irrigate: Preirrigate - Sprinkle			\$44				\$44
Weed: Cultivate 2X (Rolling Cultivator)			\$14				\$14
Land Prep: Shape beds & roll			\$15				\$15
Plant: Lettuce			\$169				\$169
Insect: Plant Insectory (Alyssum Seed)			\$4				\$4
Irrigate: Sprinkle 3X			\$44	\$22			\$66
Stand Establishment: Thin. Weed: Hand Hoe				\$219			\$219
Weed: Cultivate				\$7			\$7
Irrigate: Lay drip line and laterals (drip tape)				\$301			\$301
Fertilize: Sidedress 1X (Bloodmeal)				\$347			\$347
Irrigate: Drip 5X				\$27	\$56	\$27	\$110
Fertilize: through drip (Phytamin)				\$29	\$58		\$87
Pest: Worms (Dipel)/Aphid (Pyganic)				\$91			\$91
Weed: Cultivate/Furrow 2X (Break Bottoms)				\$7	\$7		\$14
Weed: Hand Hoe					\$162		\$162
Irrigate: Retrieve Drip and Laterals						\$175	\$175
Pest: Pest Management Consultant			\$8	\$8	\$8	\$8	\$32
Pickup use			\$11	\$11	\$11	\$11	\$56
Total Cultural Costs	\$0	\$0	\$600	\$1,069	\$302	\$221	\$2,563
Harvest Costs							
Cut, Wrap, Pack, Haul						\$3,113	\$3,113
Cool, Palletize, Sell						\$1,725	\$1,725
Postharvest: Chop stubble						\$11	\$11
Total Harvest Costs	\$0	\$0	\$0	\$0	\$0	\$4,838	\$4,838
Total Operating Costs Per Acre	\$0	\$0	\$600	\$1,069	\$302	\$5,059	\$7,401
Overhead Costs							
Land Rent				\$1,200			\$1,200
Office Expense			\$25	\$25	\$25	\$25	\$125
Field Sanitation (Toilets)					\$31	\$31	\$62
Liability Insurance						\$15	\$15
Annual Organic Certification Fees						\$90	\$90
Property Taxes							\$7
Property Insurance							\$6
Investment Repairs			\$2	\$2	\$2	\$2	\$10
Total Overhead Costs	\$0	\$0	\$27	\$1,227	\$58	\$163	\$1,515
Total Costs	\$0	\$0	\$627	\$2,296	\$360	\$5,222	\$8,916
Cash Surplus/Deficit	\$9,248	\$9,248	\$8,621	\$6,325	\$5,965	\$10,058	\$123,534
Cash Transactions							
Beginning Cash Balance	\$9,248	\$9,248	\$9,248	\$8,621	\$6,325	\$5,965	\$123,134
Cash Surplus/Deficit	\$9,248	\$9,248	\$8,621	\$6,325	\$5,965	\$10,058	\$123,534
Ending Cash Balance	\$9,248	\$9,248	\$8,621	\$6,325	\$5,965	\$10,058	\$123,534

Table 10: Conventional Head Lettuce Profit/Loss Statement for the Years 2011 through 2030

	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>
Revenue					
Total Cartons Harvested	886.72	879.21	876.64	822.5	925
Price Per Carton	\$7.79	\$7.81	\$6.81	\$8.43	\$7.64
Total Revenue	\$6,908	\$6,867	\$5,970	\$6,934	\$7,067
Costs					
Cultural Costs	\$2,231	\$2,231	\$2,231	\$2,231	\$2,231
Harvest Costs	\$5,456	\$5,456	\$5,456	\$5,456	\$5,456
Total Operating Costs	\$7,687	\$7,687	\$7,687	\$7,687	\$7,687
Contribution Margin without Harvest Costs	\$4,677	\$4,636	\$3,739	\$4,703	\$4,836
Contribution Margin with Harvest Costs	(\$779)	(\$820)	(\$1,717)	(\$753)	(\$620)
Overhead Costs	\$1,129	\$1,129	\$1,129	\$1,129	\$1,129
Total Costs	\$8,816	\$8,816	\$8,816	\$8,816	\$8,816
Profit/Loss without Harvest Costs	\$3,547.55	\$3,506.63	\$2,609.92	\$3,573.68	\$3,707.00
Present Value without Harvest Costs	\$3,411.10	\$3,242.08	\$2,320.21	\$3,054.79	\$3,046.88
Net Present Value without Harvest Costs	\$3,411.10	\$6,653.18	\$8,973.39	\$12,028.18	\$15,075.07
Profit/Loss with Harvest Costs	(\$1,908)	(\$1,949)	(\$2,846)	(\$1,882)	(\$1,749)
Present Value with Harvest Costs	(\$1,835)	(\$1,802)	(\$2,530)	(\$1,609)	(\$1,438)
Net Present Value with Harvest Costs	(\$1,835)	(\$3,637)	(\$6,168)	(\$7,777)	(\$9,214)

	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>
Revenue					
Total Cartons Harvested	896.05	877.4	969.69	870.25	866.88
Price Per Carton	\$7.68	\$7.62	\$7.97	\$8.04	\$7.98
Total Revenue	\$6,882	\$6,686	\$7,728	\$6,997	\$6,918
Costs					
Cultural Costs	\$2,231	\$2,231	\$2,231	\$2,231	\$2,231
Harvest Costs	\$5,456	\$5,456	\$5,456	\$5,456	\$5,456
Total Operating Costs	\$7,687	\$7,687	\$7,687	\$7,687	\$7,687
Contribution Margin without Harvest Costs	\$4,651	\$4,455	\$5,497	\$4,766	\$4,687
Contribution Margin with Harvest Costs	(\$805)	(\$1,001)	\$41	(\$690)	(\$769)
Overhead Costs	\$1,129	\$1,129	\$1,129	\$1,129	\$1,129
Total Costs	\$8,816	\$8,816	\$8,816	\$8,816	\$8,816
Profit/Loss without Harvest Costs	\$3,521.66	\$3,325.79	\$4,368.43	\$3,636.81	\$3,557.70
Present Value without Harvest Costs	\$2,783.22	\$2,527.33	\$3,191.97	\$2,555.17	\$2,403.46
Net Present Value without Harvest Costs	\$17,858.29	\$20,385.61	\$23,577.58	\$26,132.76	\$28,536.21
Profit/Loss with Harvest Costs	(\$1,934)	(\$2,130)	(\$1,088)	(\$1,819)	(\$1,898)
Present Value with Harvest Costs	(\$1,529)	(\$1,619)	(\$795)	(\$1,278)	(\$1,282)
Net Present Value with Harvest Costs	(\$10,743)	(\$12,362)	(\$13,156)	(\$14,434)	(\$15,717)

	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>
Revenue					
Total Cartons Harvested	963.72	922.5	933.4	952.53	984.32
Price Per Carton	\$8.04	\$8.23	\$8.31	\$8.45	\$8.54
Total Revenue	\$7,748	\$7,592	\$7,757	\$8,049	\$8,406
Costs					
Cultural Costs	\$2,231	\$2,231	\$2,231	\$2,231	\$2,231
Harvest Costs	\$5,456	\$5,456	\$5,456	\$5,456	\$5,456
Total Operating Costs	\$7,687	\$7,687	\$7,687	\$7,687	\$7,687
Contribution Margin without Harvest Costs	\$5,517	\$5,361	\$5,526	\$5,818	\$6,175
Contribution Margin with Harvest Costs	\$61	(\$95)	\$70	\$362	\$719
Overhead Costs	\$1,129	\$1,129	\$1,129	\$1,129	\$1,129
Total Costs	\$8,816	\$8,816	\$8,816	\$8,816	\$8,816
Profit/Loss without Harvest Costs	\$4,388.31	\$4,232.18	\$4,396.55	\$4,688.88	\$5,046.09
Present Value without Harvest Costs	\$2,850.56	\$2,643.40	\$2,640.46	\$2,707.71	\$2,801.92
Net Present Value without Harvest Costs	\$31,386.77	\$34,030.18	\$36,670.63	\$39,378.34	\$42,180.26
Profit/Loss with Harvest Costs	(\$1,068)	(\$1,224)	(\$1,059)	(\$767)	(\$410)
Present Value with Harvest Costs	(\$694)	(\$764)	(\$636)	(\$443)	(\$228)
Net Present Value with Harvest Costs	(\$16,410)	(\$17,175)	(\$17,811)	(\$18,254)	(\$18,482)

	<u>2026</u>	<u>2027</u>	<u>2028</u>	<u>2029</u>	<u>2030</u>
Revenue					
Total Cartons Harvested	995.06	975.32	980.54	985.91	990.95
Price Per Carton	\$8.47	\$8.52	\$8.58	\$8.62	\$8.68
Total Revenue	\$8,428	\$8,310	\$8,413	\$8,499	\$8,601
Costs					
Cultural Costs	\$2,231	\$2,231	\$2,231	\$2,231	\$2,231
Harvest Costs	\$5,456	\$5,456	\$5,456	\$5,456	\$5,456
Total Operating Costs	\$7,687	\$7,687	\$7,687	\$7,687	\$7,687
Contribution Margin without Harvest Costs	\$6,197	\$6,079	\$6,182	\$6,268	\$6,370
Contribution Margin with Harvest Costs	\$741	\$623	\$726	\$812	\$914
Overhead Costs	\$1,129	\$1,129	\$1,129	\$1,129	\$1,129
Total Costs	\$8,816	\$8,816	\$8,816	\$8,816	\$8,816
Profit/Loss without Harvest Costs	\$5,068.16	\$4,949.73	\$5,053.03	\$5,138.54	\$5,241.45
Present Value without Harvest Costs	\$2,705.93	\$2,541.06	\$2,494.32	\$2,438.97	\$2,392.13
Net Present Value without Harvest Costs	\$44,886.19	\$47,427.25	\$49,921.57	\$52,360.54	\$54,752.67
Profit/Loss with Harvest Costs	(\$388)	(\$506)	(\$403)	(\$317)	(\$215)
Present Value with Harvest Costs	(\$207)	(\$260)	(\$199)	(\$151)	(\$98)
Net Present Value with Harvest Costs	(\$18,689)	(\$18,949)	(\$19,148)	(\$19,298)	(\$19,396)

Table 11: Conventional Head Lettuce Cash Flows Statement for the Years 2011 through 2030

	October	November	December	January	February	March	April	May
Beginning Cash Balance	\$30,000	\$29,479	\$29,449	\$29,419	\$28,860	\$28,379	\$27,779	\$28,097
Cash Inflow								
Conventional Iceberg Lettuce Production	\$0	\$0	\$0	\$0	\$0	\$0	\$6,908	\$0
Total Inflow	\$30,000	\$29,479	\$29,449	\$29,419	\$28,860	\$28,379	\$34,687	\$28,097
Cultural Costs								
Land Prep: Disk 5X	\$58							
Land Prep: Rip 2X	\$99							
Land Prep: Level (Triplane) 1X/2Yrs, charge 1/4 per crop	\$5							
Soil Amendment: (Compost) 1X/2 crops (1/2 cost)	\$64							
Land Prep: Chisel 2X	\$27							
Land Prep: List Beds (GPS). Fertilize: (8-8-8)	\$238							
Land Prep: Lilliston (rolling cultivator) 2X				\$21				
Land Prep: Shape beds				\$16				
Plant. (Iceberg seed). Weed: (Kerb, Prefar). Insect (Mustang). Anticrustant (Spray Aide)				\$415				
Irrigate: Layout and/or Pickup Sprinkler Pipe				\$30	\$90	\$60	\$60	
Irrigate: Sprinkle 3X (includes 1X prethin)				\$26	\$13			
Weed: Cultivate					\$6			
Plant: Thin Lettuce					\$91			
Irrigate: Sprinkle					\$13	\$62	\$31	
Weed: Cultivate and Run Bottoms					\$4			
Fertilize: Sidedress (UN32)					\$56	\$56		
Disease: Mildew (Manex), Sclerotinia (Endura). Insects: Aphid (Acephate)					\$121			
Weed: Hand Hoe						\$68		
Disease: Mildew (Manex). Insects: Aphid (Acephate, MSR), Worms (Radiant)						\$138		
Disease: Mildew (Manex, Previcur) Insects: Aphid (Movento, MSR), Worms (Radiant)						\$179		
Disease: Mildew (Phosphite). Insects: Aphid (Provado), Worms (Radiant)							\$106	
Pest: Pest Management Consultant	\$4	\$4	\$4	\$4	\$4	\$4	\$4	
Pickup use	\$7	\$7	\$7	\$7	\$7	\$7	\$7	
Total Cultural Costs	\$502	\$11	\$11	\$519	\$405	\$574	\$208	\$0
Harvest Costs								
Cut, Wrap, Pack, Haul							\$4,200	
Cool, Palletize, Sell							\$1,256	
Total Harvest Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$5,456	\$0
Total Operating Costs Per Acre	\$502	\$11	\$11	\$519	\$405	\$574	\$5,664	\$0
Overhead Costs								
Liability Insurance				\$1				
Office Expense	\$18	\$18	\$18	\$18	\$18	\$18	\$18	
Field Sanitation (Toilets)				\$7	\$7	\$7	\$7	
Land Rent							\$900	
Food Safety Certification					\$50			
Property Taxes				\$7				
Property Insurance				\$6				
Investment Repairs	\$1	\$1	\$1	\$1	\$1	\$1	\$1	\$1
Total Overhead Costs	\$19	\$19	\$19	\$40	\$76	\$26	\$926	\$1
Total Costs	\$521	\$30	\$30	\$559	\$481	\$600	\$6,590	\$1
Cash Surplus/Deficit	\$29,479	\$29,449	\$29,419	\$28,860	\$28,379	\$27,779	\$28,097	\$28,096
Cash Transactions								
Beginning Cash Balance	\$30,000	\$29,479	\$29,449	\$29,419	\$28,860	\$28,379	\$27,779	\$28,097
Cash Surplus/Deficit	\$29,479	\$29,449	\$29,419	\$28,860	\$28,379	\$27,779	\$28,097	\$28,096
Ending Cash Balance	\$29,479	\$29,449	\$29,419	\$28,860	\$28,379	\$27,779	\$28,097	\$28,096

	<u>June</u>	<u>July</u>	<u>August</u>	<u>September</u>	<u>Total</u>
Beginning Cash Balance	\$28,096	\$28,095	\$28,094	\$28,093	\$343,838
Cash Inflow					
Conventional Iceberg Lettuce Production	\$0	\$0	\$0	\$0	\$6,908
Total Inflow	✓ \$28,096	✓ \$28,095	✓ \$28,094	✓ \$28,093	\$350,745
Cultural Costs					
Land Prep: Disk 5X					✓ \$58
Land Prep: Rip 2X					
Land Prep: Level (Triplane) 1X/2Yrs, charge 1/4 per crop					
Soil Amendment: (Compost) 1X/2 crops (1/2 cost)					
Land Prep: Chisel 2X					
Land Prep: List Beds (GPS). Fertilize: (8-8-8)					
Land Prep: Lilliston (rolling cultivator) 2X					
Land Prep: Shape beds					
Plant. (Iceberg seed). Weed: (Kerb, Prefar). Insect (Mustang). Anticrustant (Spray Aide)					
Irrigate: Layout and/or Pickup Sprinkler Pipe					
Irrigate: Sprinkle 3X (includes 1X prethin)					
Weed: Cultivate					
Plant: Thin Lettuce					
Irrigate: Sprinkle					
Weed: Cultivate and Run Bottoms					
Fertilize: Sidedress (UN32)					
Disease: Mildew (Manex), Sclerotinia (Endura). Insects: Aphid (Acephate)					
Weed: Hand Hoe					
Disease: Mildew (Manex). Insects: Aphid (Acephate, MSR), Worms (Radiant)					
Disease: Mildew (Manex, Previcur) Insects: Aphid (Movento, MSR), Worms (Radiant)					
Disease: Mildew (Phosphite). Insects: Aphid (Provado), Worms (Radiant)					
Pest: Pest Management Consultant					✓ \$28
Pickup use					✓ \$49
Total Cultural Costs	✓ \$0	✓ \$0	✓ \$0	✓ \$0	\$2,230
Harvest Costs					
Cut, Wrap, Pack, Haul					✓ \$4,200
Cool, Palletize, Sell					✓ \$1,256
Total Harvest Costs	✓ \$0	✓ \$0	✓ \$0	✓ \$0	\$5,456
Total Operating Costs Per Acre	\$0	\$0	\$0	\$0	
Overhead Costs					
Liability Insurance					✓ \$1
Office Expense					✓ \$126
Field Sanitation (Toilets)					✓ \$28
Land Rent					✓ \$900
Food Safety Certification					✓ \$50
Property Taxes					✓ \$7
Property Insurance					✓ \$6
Investment Repairs	\$1	\$1	\$1	\$1	\$12
Total Overhead Costs	✓ \$1	✓ \$1	✓ \$1	✓ \$1	\$1,130
Total Costs	\$1	\$1	\$1	\$1	\$8,816
Cash Surplus/Deficit	\$28,095	\$28,094	\$28,093	\$28,092	\$341,929
Cash Transactions					
Beginning Cash Balance	\$28,096	\$28,095	\$28,094	\$28,093	\$343,838
Cash Surplus/Deficit	\$28,095	\$28,094	\$28,093	\$28,092	\$341,929
Ending Cash Balance	\$28,095	\$28,094	\$28,093	\$28,092	\$341,929

	<u>October</u>	<u>November</u>	<u>December</u>	<u>January</u>	<u>February</u>	<u>March</u>	<u>April</u>	<u>May</u>
Beginning Cash Balance	\$28,092	\$27,571	\$27,541	\$27,511	\$26,952	\$26,471	\$25,871	\$26,147
Cash Inflow								
Conventional Iceberg Lettuce Production	\$0	\$0	\$0	\$0	\$0	\$0	\$6,867	\$0
Total Inflow	\$28,092	\$27,571	\$27,541	\$27,511	\$26,952	\$26,471	\$32,737	\$26,147

Cultural Costs								
Land Prep: Disk 5X	\$58							
Land Prep: Rip 2X	\$99							
Land Prep: Level (Triplane) 1X/2Yrs, charge 1/4 per crop	\$5							
Soil Amendment: (Compost) 1X/2 crops (1/2 cost)	\$64							
Land Prep: Chisel 2X	\$27							
Land Prep: List Beds (GPS). Fertilize: (8-8-8)	\$238							
Land Prep: Lilliston (rolling cultivator) 2X				\$21				
Land Prep: Shape beds				\$16				
Plant. (Iceberg seed). Weed: (Kerb, Prefar). Insect (Mustang). Anticrustant (Spray Aide)				\$415				
Irrigate: Layout and/or Pickup Sprinkler Pipe				\$30	\$90	\$60	\$60	
Irrigate: Sprinkle 3X (includes 1X prethin)				\$26	\$13			
Weed: Cultivate					\$6			
Plant: Thin Lettuce					\$91			
Irrigate: Sprinkle					\$13	\$62	\$31	
Weed: Cultivate and Run Bottoms					\$4			
Fertilize: Sidedress (UN32)					\$56	\$56		
Disease: Mildew (Manex), Sclerotinia (Endura). Insects: Aphid (Acephate)					\$121			
Weed: Hand Hoe						\$68		
Disease: Mildew (Manex). Insects: Aphid (Acephate, MSR), Worms (Radiant)						\$138		
Disease: Mildew (Manex, Previcur) Insects: Aphid (Movento, MSR), Worms (Radiant)						\$179		
Disease: Mildew (Phosphite). Insects: Aphid (Provado), Worms (Radiant)							\$106	
Pest: Pest Management Consultant	\$4	\$4	\$4	\$4	\$4	\$4	\$4	
Pickup use	\$7	\$7	\$7	\$7	\$7	\$7	\$7	
Total Cultural Costs	\$502	\$11	\$11	\$519	\$405	\$574	\$208	\$0

Harvest Costs								
Cut, Wrap, Pack, Haul							\$4,200	
Cool, Palletize, Sell							\$1,256	
Total Harvest Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$5,456	\$0

Total Operating Costs Per Acre	\$502	\$11	\$11	\$519	\$405	\$574	\$5,664	\$0
---------------------------------------	-------	------	------	-------	-------	-------	---------	-----

Overhead Costs								
Liability Insurance				\$1				
Office Expense	\$18	\$18	\$18	\$18	\$18	\$18	\$18	
Field Sanitation (Toilets)				\$7	\$7	\$7	\$7	
Land Rent							\$900	
Food Safety Certification					\$50			
Property Taxes				\$7				
Property Insurance				\$6				
Investment Repairs	\$1	\$1	\$1	\$1	\$1	\$1	\$1	\$1
Total Overhead Costs	\$19	\$19	\$19	\$40	\$76	\$26	\$926	\$1

Total Costs	\$521	\$30	\$30	\$559	\$481	\$600	\$6,590	\$1
--------------------	-------	------	------	-------	-------	-------	---------	-----

Cash Surplus/Deficit	\$27,571	\$27,541	\$27,511	\$26,952	\$26,471	\$25,871	\$26,147	\$26,146
-----------------------------	----------	----------	----------	----------	----------	----------	----------	----------

Cash Transactions								
Beginning Cash Balance	\$28,092	\$27,571	\$27,541	\$27,511	\$26,952	\$26,471	\$25,871	\$26,147
Cash Surplus/Deficit	\$27,571	\$27,541	\$27,511	\$26,952	\$26,471	\$25,871	\$26,147	\$26,146
Ending Cash Balance	\$27,571	\$27,541	\$27,511	\$26,952	\$26,471	\$25,871	\$26,147	\$26,146

	<u>June</u>	<u>July</u>	<u>August</u>	<u>September</u>	<u>Total</u>
Beginning Cash Balance	\$26,146	\$26,145	\$26,144	\$26,143	\$320,732
Cash Inflow					
Conventional Iceberg Lettuce Production	\$0	\$0	\$0	\$0	\$6,867
Total Inflow	✓ \$26,146	✓ \$26,145	✓ \$26,144	✓ \$26,143	\$327,598
Cultural Costs					
Land Prep: Disk 5X					✓ \$58
Land Prep: Rip 2X					
Land Prep: Level (Triplane) 1X/2Yrs, charge 1/4 per crop					
Soil Amendment: (Compost) 1X/2 crops (1/2 cost)					
Land Prep: Chisel 2X					
Land Prep: List Beds (GPS). Fertilize: (8-8-8)					
Land Prep: Lilliston (rolling cultivator) 2X					
Land Prep: Shape beds					
Plant: (Iceberg seed). Weed: (Kerb, Prefar). Insect (Mustang). Anticrustant (Spray Aide)					
Irrigate: Layout and/or Pickup Sprinkler Pipe					
Irrigate: Sprinkle 3X (includes 1X prethin)					
Weed: Cultivate					
Plant: Thin Lettuce					
Irrigate: Sprinkle					
Weed: Cultivate and Run Bottoms					
Fertilize: Sidedress (UN32)					
Disease: Mildew (Manex), Sclerotinia (Endura). Insects: Aphid (Acephate)					
Weed: Hand Hoe					
Disease: Mildew (Manex). Insects: Aphid (Acephate, MSR), Worms (Radiant)					
Disease: Mildew (Manex, Previcur) Insects: Aphid (Movento, MSR), Worms (Radiant)					
Disease: Mildew (Phosphite). Insects: Aphid (Provado), Worms (Radiant)					
Pest: Pest Management Consultant					✓ \$28
Pickup use					✓ \$49
Total Cultural Costs	✓ \$0	✓ \$0	✓ \$0	✓ \$0	\$2,230
Harvest Costs					
Cut, Wrap, Pack, Haul					✓ \$4,200
Cool, Palletize, Sell					✓ \$1,256
Total Harvest Costs	✓ \$0	✓ \$0	✓ \$0	✓ \$0	\$5,456
Total Operating Costs Per Acre	\$0	\$0	\$0	\$0	
Overhead Costs					
Liability Insurance					✓ \$1
Office Expense					✓ \$126
Field Sanitation (Toilets)					✓ \$28
Land Rent					✓ \$900
Food Safety Certification					✓ \$50
Property Taxes					✓ \$7
Property Insurance					✓ \$6
Investment Repairs	\$1	\$1	\$1	\$1	\$12
Total Overhead Costs	✓ \$1	✓ \$1	✓ \$1	✓ \$1	\$1,130
Total Costs	\$1	\$1	\$1	\$1	\$8,816
Cash Surplus/Deficit	\$26,145	\$26,144	\$26,143	\$26,142	\$318,782
Cash Transactions					
Beginning Cash Balance	\$26,146	\$26,145	\$26,144	\$26,143	\$320,732
Cash Surplus/Deficit	\$26,145	\$26,144	\$26,143	\$26,142	\$318,782
Ending Cash Balance	\$26,145	\$26,144	\$26,143	\$26,142	\$318,782

	October	November	December	January	February	March	April	May
Beginning Cash Balance	\$26,142	\$25,621	\$25,591	\$25,561	\$25,002	\$24,521	\$23,921	\$23,301
Cash Inflow								
Conventional Iceberg Lettuce Production	\$0	\$0	\$0	\$0	\$0	\$0	\$5,970	\$0
Total Inflow	\$26,142	\$25,621	\$25,591	\$25,561	\$25,002	\$24,521	\$29,891	\$23,301

Cultural Costs								
Land Prep: Disk 5X	\$58							
Land Prep: Rip 2X	\$99							
Land Prep: Level (Triplane) 1X/2Yrs, charge 1/4 per crop	\$5							
Soil Amendment: (Compost) 1X/2 crops (1/2 cost)	\$64							
Land Prep: Chisel 2X	\$27							
Land Prep: List Beds (GPS). Fertilize: (8-8-8)	\$238							
Land Prep: Lilliston (rolling cultivator) 2X				\$21				
Land Prep: Shape beds				\$16				
Plant. (Iceberg seed). Weed: (Kerb, Prefar). Insect (Mustang). Anticrustant (Spray Aide)				\$415				
Irrigate: Layout and/or Pickup Sprinkler Pipe				\$30	\$90	\$60	\$60	
Irrigate: Sprinkle 3X (includes 1X prethin)				\$26	\$13			
Weed: Cultivate					\$6			
Plant: Thin Lettuce					\$91			
Irrigate: Sprinkle					\$13	\$62	\$31	
Weed: Cultivate and Run Bottoms					\$4			
Fertilize: Sidedress (UN32)					\$56	\$56		
Disease: Mildew (Manex), Sclerotinia (Endura). Insects: Aphid (Acephate)					\$121			
Weed: Hand Hoe						\$68		
Disease: Mildew (Manex). Insects: Aphid (Acephate, MSR), Worms (Radiant)						\$138		
Disease: Mildew (Manex, Previcur) Insects: Aphid (Movento, MSR), Worms (Radiant)						\$179		
Disease: Mildew (Phosphite). Insects: Aphid (Provado), Worms (Radiant)							\$106	
Pest: Pest Management Consultant	\$4	\$4	\$4	\$4	\$4	\$4	\$4	
Pickup use	\$7	\$7	\$7	\$7	\$7	\$7	\$7	
Total Cultural Costs	\$502	\$11	\$11	\$519	\$405	\$574	\$208	\$0

Harvest Costs								
Cut, Wrap, Pack, Haul							\$4,200	
Cool, Palletize, Sell							\$1,256	
Total Harvest Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$5,456	\$0

Total Operating Costs Per Acre	\$502	\$11	\$11	\$519	\$405	\$574	\$5,664	\$0
---------------------------------------	-------	------	------	-------	-------	-------	---------	-----

Overhead Costs								
Liability Insurance				\$1				
Office Expense	\$18	\$18	\$18	\$18	\$18	\$18	\$18	
Field Sanitation (Toilets)				\$7	\$7	\$7	\$7	
Land Rent							\$900	
Food Safety Certification					\$50			
Property Taxes				\$7				
Property Insurance				\$6				
Investment Repairs	\$1	\$1	\$1	\$1	\$1	\$1	\$1	\$1
Total Overhead Costs	\$19	\$19	\$19	\$40	\$76	\$26	\$926	\$1

Total Costs	\$521	\$30	\$30	\$559	\$481	\$600	\$6,590	\$1
--------------------	-------	------	------	-------	-------	-------	---------	-----

Cash Surplus/Deficit	\$25,621	\$25,591	\$25,561	\$25,002	\$24,521	\$23,921	\$23,301	\$23,300
-----------------------------	----------	----------	----------	----------	----------	----------	----------	----------

Cash Transactions								
Beginning Cash Balance	\$26,142	\$25,621	\$25,591	\$25,561	\$25,002	\$24,521	\$23,921	\$23,301
Cash Surplus/Deficit	\$25,621	\$25,591	\$25,561	\$25,002	\$24,521	\$23,921	\$23,301	\$23,300
Ending Cash Balance	\$25,621	\$25,591	\$25,561	\$25,002	\$24,521	\$23,921	\$23,301	\$23,300

	<u>June</u>	<u>July</u>	<u>August</u>	<u>September</u>	<u>Total</u>
Beginning Cash Balance	\$23,300	\$23,299	\$23,298	\$23,297	\$292,856
Cash Inflow					
Conventional Iceberg Lettuce Production	\$0	\$0	\$0	\$0	\$5,970
Total Inflow	✓ \$23,300	✓ \$23,299	✓ \$23,298	✓ \$23,297	\$298,826
Cultural Costs					
Land Prep: Disk 5X					✓ \$58
Land Prep: Rip 2X					
Land Prep: Level (Triplane) 1X/2Yrs, charge 1/4 per crop					
Soil Amendment: (Compost) 1X/2 crops (1/2 cost)					
Land Prep: Chisel 2X					
Land Prep: List Beds (GPS). Fertilize: (8-8-8)					
Land Prep: Lilliston (rolling cultivator) 2X					
Land Prep: Shape beds					
Plant. (Iceberg seed). Weed: (Kerb, Prefar). Insect (Mustang). Anticrustant (Spray Aide)					
Irrigate: Layout and/or Pickup Sprinkler Pipe					
Irrigate: Sprinkle 3X (includes 1X prethin)					
Weed: Cultivate					
Plant: Thin Lettuce					
Irrigate: Sprinkle					
Weed: Cultivate and Run Bottoms					
Fertilize: Sidedress (UN32)					
Disease: Mildew (Manex), Sclerotinia (Endura). Insects: Aphid (Acephate)					
Weed: Hand Hoe					
Disease: Mildew (Manex). Insects: Aphid (Acephate, MSR), Worms (Radiant)					
Disease: Mildew (Manex, Previcur) Insects: Aphid (Movento, MSR), Worms (Radiant)					
Disease: Mildew (Phosphite). Insects: Aphid (Provado), Worms (Radiant)					
Pest: Pest Management Consultant					✓ \$28
Pickup use					✓ \$49
Total Cultural Costs	✓ \$0	✓ \$0	✓ \$0	✓ \$0	\$2,230
Harvest Costs					
Cut, Wrap, Pack, Haul					✓ \$4,200
Cool, Palletize, Sell					✓ \$1,256
Total Harvest Costs	✓ \$0	✓ \$0	✓ \$0	✓ \$0	\$5,456
Total Operating Costs Per Acre	\$0	\$0	\$0	\$0	
Overhead Costs					
Liability Insurance					✓ \$1
Office Expense					✓ \$126
Field Sanitation (Toilets)					✓ \$28
Land Rent					✓ \$900
Food Safety Certification					✓ \$50
Property Taxes					✓ \$7
Property Insurance					✓ \$6
Investment Repairs	\$1	\$1	\$1	\$1	\$12
Total Overhead Costs	✓ \$1	✓ \$1	✓ \$1	✓ \$1	\$1,130
Total Costs	\$1	\$1	\$1	\$1	\$8,816
Cash Surplus/Deficit	\$23,299	\$23,298	\$23,297	\$23,296	\$290,010
Cash Transactions					
Beginning Cash Balance	\$23,300	\$23,299	\$23,298	\$23,297	\$292,856
Cash Surplus/Deficit	\$23,299	\$23,298	\$23,297	\$23,296	\$290,010
Ending Cash Balance	\$23,299	\$23,298	\$23,297	\$23,296	\$290,010

	October	November	December	January	February	March	April	May
Beginning Cash Balance	\$23,296	\$22,775	\$22,745	\$22,715	\$22,156	\$21,675	\$21,075	\$21,419
Cash Inflow								
Conventional Iceberg Lettuce Production	\$0	\$0	\$0	\$0	\$0	\$0	\$6,934	\$0
Total Inflow	\$23,296	\$22,775	\$22,745	\$22,715	\$22,156	\$21,675	\$28,009	\$21,419

Cultural Costs								
Land Prep: Disk 5X	\$58							
Land Prep: Rip 2X	\$99							
Land Prep: Level (Triplane) 1X/2Yrs, charge 1/4 per crop	\$5							
Soil Amendment: (Compost) 1X/2 crops (1/2 cost)	\$64							
Land Prep: Chisel 2X	\$27							
Land Prep: List Beds (GPS). Fertilize: (8-8-8)	\$238							
Land Prep: Lilliston (rolling cultivator) 2X				\$21				
Land Prep: Shape beds				\$16				
Plant. (Iceberg seed). Weed: (Kerb, Prefar). Insect (Mustang). Anticrustant (Spray Aide)				\$415				
Irrigate: Layout and/or Pickup Sprinkler Pipe				\$30	\$90	\$60	\$60	
Irrigate: Sprinkle 3X (includes 1X prethin)				\$26	\$13			
Weed: Cultivate					\$6			
Plant: Thin Lettuce					\$91			
Irrigate: Sprinkle					\$13	\$62	\$31	
Weed: Cultivate and Run Bottoms					\$4			
Fertilize: Sidedress (UN32)					\$56	\$56		
Disease: Mildew (Manex), Sclerotinia (Endura). Insects: Aphid (Acephate)					\$121			
Weed: Hand Hoe						\$68		
Disease: Mildew (Manex). Insects: Aphid (Acephate, MSR), Worms (Radiant)						\$138		
Disease: Mildew (Manex, Previcur) Insects: Aphid (Movento, MSR), Worms (Radiant)						\$179		
Disease: Mildew (Phosphite). Insects: Aphid (Provado), Worms (Radiant)							\$106	
Pest: Pest Management Consultant	\$4	\$4	\$4	\$4	\$4	\$4	\$4	
Pickup use	\$7	\$7	\$7	\$7	\$7	\$7	\$7	
Total Cultural Costs	\$502	\$11	\$11	\$519	\$405	\$574	\$208	\$0

Harvest Costs								
Cut, Wrap, Pack, Haul							\$4,200	
Cool, Palletize, Sell							\$1,256	
Total Harvest Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$5,456	\$0

Total Operating Costs Per Acre	\$502	\$11	\$11	\$519	\$405	\$574	\$5,664	\$0
---------------------------------------	-------	------	------	-------	-------	-------	---------	-----

Overhead Costs								
Liability Insurance				\$1				
Office Expense	\$18	\$18	\$18	\$18	\$18	\$18	\$18	
Field Sanitation (Toilets)				\$7	\$7	\$7	\$7	
Land Rent							\$900	
Food Safety Certification					\$50			
Property Taxes				\$7				
Property Insurance				\$6				
Investment Repairs	\$1	\$1	\$1	\$1	\$1	\$1	\$1	\$1
Total Overhead Costs	\$19	\$19	\$19	\$40	\$76	\$26	\$926	\$1

Total Costs	\$521	\$30	\$30	\$559	\$481	\$600	\$6,590	\$1
--------------------	-------	------	------	-------	-------	-------	---------	-----

Cash Surplus/Deficit	\$22,775	\$22,745	\$22,715	\$22,156	\$21,675	\$21,075	\$21,419	\$21,418
-----------------------------	----------	----------	----------	----------	----------	----------	----------	----------

Cash Transactions								
Beginning Cash Balance	\$23,296	\$22,775	\$22,745	\$22,715	\$22,156	\$21,675	\$21,075	\$21,419
Cash Surplus/Deficit	\$22,775	\$22,745	\$22,715	\$22,156	\$21,675	\$21,075	\$21,419	\$21,418
Ending Cash Balance	\$22,775	\$22,745	\$22,715	\$22,156	\$21,675	\$21,075	\$21,419	\$21,418

	<u>June</u>	<u>July</u>	<u>August</u>	<u>September</u>	<u>Total</u>
Beginning Cash Balance	\$21,418	\$21,417	\$21,416	\$21,415	\$263,522
Cash Inflow					
Conventional Iceberg Lettuce Production	\$0	\$0	\$0	\$0	\$6,934
Total Inflow	✓ \$21,418	✓ \$21,417	✓ \$21,416	✓ \$21,415	\$270,455

Cultural Costs					
Land Prep: Disk 5X				✓	\$58
Land Prep: Rip 2X					
Land Prep: Level (Triplane) 1X/2Yrs, charge 1/4 per crop					
Soil Amendment: (Compost) 1X/2 crops (1/2 cost)					
Land Prep: Chisel 2X					
Land Prep: List Beds (GPS). Fertilize: (8-8-8)					
Land Prep: Lilliston (rolling cultivator) 2X					
Land Prep: Shape beds					
Plant. (Iceberg seed). Weed: (Kerb, Prefar). Insect (Mustang). Anticrustant (Spray Aide)					
Irrigate: Layout and/or Pickup Sprinkler Pipe					
Irrigate: Sprinkle 3X (includes 1X prethin)					
Weed: Cultivate					
Plant: Thin Lettuce					
Irrigate: Sprinkle					
Weed: Cultivate and Run Bottoms					
Fertilize: Sidedress (UN32)					
Disease: Mildew (Manex), Sclerotinia (Endura). Insects: Aphid (Acephate)					
Weed: Hand Hoe					
Disease: Mildew (Manex). Insects: Aphid (Acephate, MSR), Worms (Radiant)					
Disease: Mildew (Manex, Previcur) Insects: Aphid (Movento, MSR), Worms (Radiant)					
Disease: Mildew (Phosphite). Insects: Aphid (Provado), Worms (Radiant)					
Pest: Pest Management Consultant				✓	\$28
Pickup use				✓	\$49
Total Cultural Costs	✓ \$0	✓ \$0	✓ \$0	✓ \$0	\$2,230

Harvest Costs					
Cut, Wrap, Pack, Haul				✓	\$4,200
Cool, Palletize, Sell				✓	\$1,256
Total Harvest Costs	✓ \$0	✓ \$0	✓ \$0	✓ \$0	\$5,456

Total Operating Costs Per Acre	\$0	\$0	\$0	\$0	
---------------------------------------	-----	-----	-----	-----	--

Overhead Costs					
Liability Insurance					\$1
Office Expense					\$126
Field Sanitation (Toilets)					\$28
Land Rent					\$900
Food Safety Certification					\$50
Property Taxes					\$7
Property Insurance					\$6
Investment Repairs	\$1	\$1	\$1	\$1	\$12
Total Overhead Costs	\$1	\$1	\$1	\$1	\$1,130

Total Costs	\$1	\$1	\$1	\$1	\$8,816
--------------------	-----	-----	-----	-----	---------

Cash Surplus/Deficit	\$21,417	\$21,416	\$21,415	\$21,414	\$261,639
-----------------------------	----------	----------	----------	----------	-----------

Cash Transactions					
Beginning Cash Balance	\$21,418	\$21,417	\$21,416	\$21,415	\$263,522
Cash Surplus/Deficit	\$21,417	\$21,416	\$21,415	\$21,414	\$261,639
Ending Cash Balance	\$21,417	\$21,416	\$21,415	\$21,414	\$261,639

	<u>October</u>	<u>November</u>	<u>December</u>	<u>January</u>	<u>February</u>	<u>March</u>	<u>April</u>	<u>May</u>
Beginning Cash Balance	\$21,414	\$20,893	\$20,863	\$20,833	\$20,274	\$19,793	\$19,193	\$19,670
Cash Inflow								
Conventional Iceberg Lettuce Production	\$0	\$0	\$0	\$0	\$0	\$0	\$7,067	\$0
Total Inflow	\$21,414	\$20,893	\$20,863	\$20,833	\$20,274	\$19,793	\$26,260	\$19,670

Cultural Costs								
Land Prep: Disk 5X	\$58							
Land Prep: Rip 2X	\$99							
Land Prep: Level (Triplane) 1X/2Yrs, charge 1/4 per crop	\$5							
Soil Amendment: (Compost) 1X/2 crops (1/2 cost)	\$64							
Land Prep: Chisel 2X	\$27							
Land Prep: List Beds (GPS). Fertilize: (8-8-8)	\$238							
Land Prep: Lilliston (rolling cultivator) 2X				\$21				
Land Prep: Shape beds				\$16				
Plant. (Iceberg seed). Weed: (Kerb, Prefar). Insect (Mustang). Anticrustant (Spray Aide)				\$415				
Irrigate: Layout and/or Pickup Sprinkler Pipe				\$30	\$90	\$60	\$60	
Irrigate: Sprinkle 3X (includes 1X prethin)				\$26	\$13			
Weed: Cultivate					\$6			
Plant: Thin Lettuce					\$91			
Irrigate: Sprinkle					\$13	\$62	\$31	
Weed: Cultivate and Run Bottoms					\$4			
Fertilize: Sidedress (UN32)					\$56	\$56		
Disease: Mildew (Manex), Sclerotinia (Endura). Insects: Aphid (Acephate)					\$121			
Weed: Hand Hoe						\$68		
Disease: Mildew (Manex). Insects: Aphid (Acephate, MSR), Worms (Radiant)						\$138		
Disease: Mildew (Manex, Previcur) Insects: Aphid (Movento, MSR), Worms (Radiant)						\$179		
Disease: Mildew (Phosphite). Insects: Aphid (Provado), Worms (Radiant)							\$106	
Pest: Pest Management Consultant	\$4	\$4	\$4	\$4	\$4	\$4	\$4	
Pickup use	\$7	\$7	\$7	\$7	\$7	\$7	\$7	
Total Cultural Costs	\$502	\$11	\$11	\$519	\$405	\$574	\$208	\$0

Harvest Costs								
Cut, Wrap, Pack, Haul							\$4,200	
Cool, Palletize, Sell							\$1,256	
Total Harvest Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$5,456	\$0

Total Operating Costs Per Acre	\$502	\$11	\$11	\$519	\$405	\$574	\$5,664	\$0
---------------------------------------	-------	------	------	-------	-------	-------	---------	-----

Overhead Costs								
Liability Insurance				\$1				
Office Expense	\$18	\$18	\$18	\$18	\$18	\$18	\$18	
Field Sanitation (Toilets)				\$7	\$7	\$7	\$7	
Land Rent							\$900	
Food Safety Certification					\$50			
Property Taxes				\$7				
Property Insurance				\$6				
Investment Repairs	\$1	\$1	\$1	\$1	\$1	\$1	\$1	\$1
Total Overhead Costs	\$19	\$19	\$19	\$40	\$76	\$26	\$926	\$1

Total Costs	\$521	\$30	\$30	\$559	\$481	\$600	\$6,590	\$1
--------------------	-------	------	------	-------	-------	-------	---------	-----

Cash Surplus/Deficit	\$20,893	\$20,863	\$20,833	\$20,274	\$19,793	\$19,193	\$19,670	\$19,669
-----------------------------	----------	----------	----------	----------	----------	----------	----------	----------

Cash Transactions								
Beginning Cash Balance	\$21,414	\$20,893	\$20,863	\$20,833	\$20,274	\$19,793	\$19,193	\$19,670
Cash Surplus/Deficit	\$20,893	\$20,863	\$20,833	\$20,274	\$19,793	\$19,193	\$19,670	\$19,669
Ending Cash Balance	\$20,893	\$20,863	\$20,833	\$20,274	\$19,793	\$19,193	\$19,670	\$19,669

	<u>June</u>	<u>July</u>	<u>August</u>	<u>September</u>	<u>Total</u>
Beginning Cash Balance	\$19,669	\$19,668	\$19,667	\$19,666	\$241,600
Cash Inflow					
Conventional Iceberg Lettuce Production	\$0	\$0	\$0	\$0	\$7,067
Total Inflow	▼ \$19,669	▼ \$19,668	▼ \$19,667	▼ \$19,666	\$248,667

Cultural Costs					
Land Prep: Disk 5X				▼	\$58
Land Prep: Rip 2X					
Land Prep: Level (Triplane) 1X/2Yrs, charge 1/4 per crop					
Soil Amendment: (Compost) 1X/2 crops (1/2 cost)					
Land Prep: Chisel 2X					
Land Prep: List Beds (GPS). Fertilize: (8-8-8)					
Land Prep: Lilliston (rolling cultivator) 2X					
Land Prep: Shape beds					
Plant. (Iceberg seed). Weed: (Kerb, Prefar). Insect (Mustang). Anticrustant (Spray Aide)					
Irrigate: Layout and/or Pickup Sprinkler Pipe					
Irrigate: Sprinkle 3X (includes 1X prethin)					
Weed: Cultivate					
Plant: Thin Lettuce					
Irrigate: Sprinkle					
Weed: Cultivate and Run Bottoms					
Fertilize: Sidedress (UN32)					
Disease: Mildew (Manex), Sclerotinia (Endura). Insects: Aphid (Acephate)					
Weed: Hand Hoe					
Disease: Mildew (Manex). Insects: Aphid (Acephate, MSR), Worms (Radiant)					
Disease: Mildew (Manex, Previcur) Insects: Aphid (Movento, MSR), Worms (Radiant)					
Disease: Mildew (Phosphite). Insects: Aphid (Provado), Worms (Radiant)					
Pest: Pest Management Consultant				▼	\$28
Pickup use				▼	\$49
Total Cultural Costs	▼ \$0	▼ \$0	▼ \$0	▼ \$0	\$2,230

Harvest Costs					
Cut, Wrap, Pack, Haul				▼	\$4,200
Cool, Palletize, Sell				▼	\$1,256
Total Harvest Costs	▼ \$0	▼ \$0	▼ \$0	▼ \$0	\$5,456

Total Operating Costs Per Acre	\$0	\$0	\$0	\$0	
---------------------------------------	-----	-----	-----	-----	--

Overhead Costs					
Liability Insurance				▼	\$1
Office Expense				▼	\$126
Field Sanitation (Toilets)				▼	\$28
Land Rent				▼	\$900
Food Safety Certification				▼	\$50
Property Taxes				▼	\$7
Property Insurance				▼	\$6
Investment Repairs	\$1	\$1	\$1	\$1	\$12
Total Overhead Costs	▼ \$1	▼ \$1	▼ \$1	▼ \$1	\$1,130

Total Costs	\$1	\$1	\$1	\$1	\$8,816
--------------------	-----	-----	-----	-----	---------

Cash Surplus/Deficit	\$19,668	\$19,667	\$19,666	\$19,665	\$239,851
-----------------------------	----------	----------	----------	----------	-----------

Cash Transactions					
Beginning Cash Balance	\$19,669	\$19,668	\$19,667	\$19,666	\$241,600
Cash Surplus/Deficit	\$19,668	\$19,667	\$19,666	\$19,665	\$239,851
Ending Cash Balance	\$19,668	\$19,667	\$19,666	\$19,665	\$239,851

	October	November	December	January	February	March	April	May
Beginning Cash Balance	\$19,665	\$19,144	\$19,114	\$19,084	\$18,525	\$18,044	\$17,444	\$17,735
Cash Inflow								
Conventional Iceberg Lettuce Production	\$0	\$0	\$0	\$0	\$0	\$0	\$6,882	\$0
Total Inflow	✓ \$19,665	✓ \$19,144	✓ \$19,114	✓ \$19,084	✓ \$18,525	✓ \$18,044	✓ \$24,325	✓ \$17,735

Cultural Costs								
Land Prep: Disk 5X	\$58							
Land Prep: Rip 2X	\$99							
Land Prep: Level (Triplane) 1X/2Yrs, charge 1/4 per crop	\$5							
Soil Amendment: (Compost) 1X/2 crops (1/2 cost)	\$64							
Land Prep: Chisel 2X	\$27							
Land Prep: List Beds (GPS). Fertilize: (8-8-8)	\$238							
Land Prep: Lilliston (rolling cultivator) 2X				\$21				
Land Prep: Shape beds				\$16				
Plant. (Iceberg seed). Weed: (Kerb, Prefar). Insect (Mustang). Anticrustant (Spray Aide)				\$415				
Irrigate: Layout and/or Pickup Sprinkler Pipe				\$30	\$90	\$60	\$60	
Irrigate: Sprinkle 3X (includes 1X prethin)				\$26	\$13			
Weed: Cultivate					\$6			
Plant: Thin Lettuce					\$91			
Irrigate: Sprinkle					\$13	\$62	\$31	
Weed: Cultivate and Run Bottoms					\$4			
Fertilize: Sidedress (UN32)					\$56	\$56		
Disease: Mildew (Manex), Sclerotinia (Endura). Insects: Aphid (Acephate)					\$121			
Weed: Hand Hoe						\$68		
Disease: Mildew (Manex). Insects: Aphid (Acephate, MSR), Worms (Radiant)						\$138		
Disease: Mildew (Manex, Previcur) Insects: Aphid (Movento, MSR), Worms (Radiant)						\$179		
Disease: Mildew (Phosphite). Insects: Aphid (Provado), Worms (Radiant)							\$106	
Pest: Pest Management Consultant	\$4	\$4	\$4	\$4	\$4	\$4	\$4	
Pickup use	\$7	\$7	\$7	\$7	\$7	\$7	\$7	
Total Cultural Costs	✓ \$502	✓ \$11	✓ \$11	✓ \$519	✓ \$405	✓ \$574	✓ \$208	✓ \$0

Harvest Costs								
Cut, Wrap, Pack, Haul							\$4,200	
Cool, Palletize, Sell							\$1,256	
Total Harvest Costs	✓ \$0	✓ \$0	✓ \$0	✓ \$0	✓ \$0	✓ \$0	✓ \$5,456	✓ \$0

Total Operating Costs Per Acre	\$502	\$11	\$11	\$519	\$405	\$574	\$5,664	\$0
---------------------------------------	-------	------	------	-------	-------	-------	---------	-----

Overhead Costs								
Liability Insurance				\$1				
Office Expense	\$18	\$18	\$18	\$18	\$18	\$18	\$18	
Field Sanitation (Toilets)				\$7	\$7	\$7	\$7	
Land Rent							\$900	
Food Safety Certification					\$50			
Property Taxes				\$7				
Property Insurance				\$6				
Investment Repairs	\$1	\$1	\$1	\$1	\$1	\$1	\$1	\$1
Total Overhead Costs	✓ \$19	✓ \$19	✓ \$19	✓ \$40	✓ \$76	✓ \$26	✓ \$926	✓ \$1

Total Costs	\$521	\$30	\$30	\$559	\$481	\$600	\$6,590	\$1
--------------------	-------	------	------	-------	-------	-------	---------	-----

Cash Surplus/Deficit	\$19,144	\$19,114	\$19,084	\$18,525	\$18,044	\$17,444	\$17,735	\$17,734
-----------------------------	----------	----------	----------	----------	----------	----------	----------	----------

Cash Transactions								
Beginning Cash Balance	\$19,665	\$19,144	\$19,114	\$19,084	\$18,525	\$18,044	\$17,444	\$17,735
Cash Surplus/Deficit	\$19,144	\$19,114	\$19,084	\$18,525	\$18,044	\$17,444	\$17,735	\$17,734
Ending Cash Balance	\$19,144	\$19,114	\$19,084	\$18,525	\$18,044	\$17,444	\$17,735	\$17,734

	<u>June</u>	<u>July</u>	<u>August</u>	<u>September</u>	<u>Total</u>
Beginning Cash Balance	\$17,734	\$17,733	\$17,732	\$17,731	\$219,686
Cash Inflow					
Conventional Iceberg Lettuce Production	\$0	\$0	\$0	\$0	\$6,882
Total Inflow	✓ \$17,734	✓ \$17,733	✓ \$17,732	✓ \$17,731	\$226,567

Cultural Costs					
Land Prep: Disk 5X				✓	\$58
Land Prep: Rip 2X					
Land Prep: Level (Triplane) 1X/2Yrs, charge 1/4 per crop					
Soil Amendment: (Compost) 1X/2 crops (1/2 cost)					
Land Prep: Chisel 2X					
Land Prep: List Beds (GPS). Fertilize: (8-8-8)					
Land Prep: Lilliston (rolling cultivator) 2X					
Land Prep: Shape beds					
Plant. (Iceberg seed). Weed: (Kerb, Prefar). Insect (Mustang). Anticrustant (Spray Aide)					
Irrigate: Layout and/or Pickup Sprinkler Pipe					
Irrigate: Sprinkle 3X (includes 1X prethin)					
Weed: Cultivate					
Plant: Thin Lettuce					
Irrigate: Sprinkle					
Weed: Cultivate and Run Bottoms					
Fertilize: Sidedress (UN32)					
Disease: Mildew (Manex), Sclerotinia (Endura). Insects: Aphid (Acephate)					
Weed: Hand Hoe					
Disease: Mildew (Manex). Insects: Aphid (Acephate, MSR), Worms (Radiant)					
Disease: Mildew (Manex, Previcur) Insects: Aphid (Movento, MSR), Worms (Radiant)					
Disease: Mildew (Phosphite). Insects: Aphid (Provado), Worms (Radiant)					
Pest: Pest Management Consultant				✓	\$28
Pickup use				✓	\$49
Total Cultural Costs	✓ \$0	✓ \$0	✓ \$0	✓ \$0	\$2,230

Harvest Costs					
Cut, Wrap, Pack, Haul				✓	\$4,200
Cool, Palletize, Sell				✓	\$1,256
Total Harvest Costs	✓ \$0	✓ \$0	✓ \$0	✓ \$0	\$5,456

Total Operating Costs Per Acre	\$0	\$0	\$0	\$0	
---------------------------------------	-----	-----	-----	-----	--

Overhead Costs					
Liability Insurance				✓	\$1
Office Expense				✓	\$126
Field Sanitation (Toilets)				✓	\$28
Land Rent				✓	\$900
Food Safety Certification				✓	\$50
Property Taxes				✓	\$7
Property Insurance				✓	\$6
Investment Repairs	\$1	\$1	\$1	\$1	\$12
Total Overhead Costs	✓ \$1	✓ \$1	✓ \$1	✓ \$1	\$1,130

Total Costs	\$1	\$1	\$1	\$1	\$8,816
--------------------	-----	-----	-----	-----	---------

Cash Surplus/Deficit	\$17,733	\$17,732	\$17,731	\$17,730	\$217,751
-----------------------------	----------	----------	----------	----------	-----------

Cash Transactions					
Beginning Cash Balance	\$17,734	\$17,733	\$17,732	\$17,731	\$219,686
Cash Surplus/Deficit	\$17,733	\$17,732	\$17,731	\$17,730	\$217,751
Ending Cash Balance	\$17,733	\$17,732	\$17,731	\$17,730	\$217,751

	<u>October</u>	<u>November</u>	<u>December</u>	<u>January</u>	<u>February</u>	<u>March</u>	<u>April</u>	<u>May</u>
Beginning Cash Balance	\$17,730	\$17,209	\$17,179	\$17,149	\$16,590	\$16,109	\$15,509	\$15,605
Cash Inflow								
Conventional Iceberg Lettuce Production	\$0	\$0	\$0	\$0	\$0	\$0	\$6,686	\$0
Total Inflow	\$17,730	\$17,209	\$17,179	\$17,149	\$16,590	\$16,109	\$22,195	\$15,605

Cultural Costs								
Land Prep: Disk 5X	\$58							
Land Prep: Rip 2X	\$99							
Land Prep: Level (Triplane) 1X/2Yrs, charge 1/4 per crop	\$5							
Soil Amendment: (Compost) 1X/2 crops (1/2 cost)	\$64							
Land Prep: Chisel 2X	\$27							
Land Prep: List Beds (GPS). Fertilize: (8-8-8)	\$238							
Land Prep: Lilliston (rolling cultivator) 2X				\$21				
Land Prep: Shape beds				\$16				
Plant. (Iceberg seed). Weed: (Kerb, Prefar). Insect (Mustang). Anticrustant (Spray Aide)				\$415				
Irrigate: Layout and/or Pickup Sprinkler Pipe				\$30	\$90	\$60	\$60	
Irrigate: Sprinkle 3X (includes 1X prethin)				\$26	\$13			
Weed: Cultivate					\$6			
Plant: Thin Lettuce					\$91			
Irrigate: Sprinkle					\$13	\$62	\$31	
Weed: Cultivate and Run Bottoms					\$4			
Fertilize: Sidedress (UN32)					\$56	\$56		
Disease: Mildew (Manex), Sclerotinia (Endura). Insects: Aphid (Acephate)					\$121			
Weed: Hand Hoe						\$68		
Disease: Mildew (Manex). Insects: Aphid (Acephate, MSR), Worms (Radiant)						\$138		
Disease: Mildew (Manex, Previcur) Insects: Aphid (Movento, MSR), Worms (Radiant)						\$179		
Disease: Mildew (Phosphite). Insects: Aphid (Provado), Worms (Radiant)							\$106	
Pest: Pest Management Consultant	\$4	\$4	\$4	\$4	\$4	\$4	\$4	
Pickup use	\$7	\$7	\$7	\$7	\$7	\$7	\$7	
Total Cultural Costs	\$502	\$11	\$11	\$519	\$405	\$574	\$208	\$0

Harvest Costs								
Cut, Wrap, Pack, Haul							\$4,200	
Cool, Palletize, Sell							\$1,256	
Total Harvest Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$5,456	\$0

Total Operating Costs Per Acre	\$502	\$11	\$11	\$519	\$405	\$574	\$5,664	\$0
---------------------------------------	-------	------	------	-------	-------	-------	---------	-----

Overhead Costs								
Liability Insurance				\$1				
Office Expense	\$18	\$18	\$18	\$18	\$18	\$18	\$18	
Field Sanitation (Toilets)				\$7	\$7	\$7	\$7	
Land Rent							\$900	
Food Safety Certification					\$50			
Property Taxes				\$7				
Property Insurance				\$6				
Investment Repairs	\$1	\$1	\$1	\$1	\$1	\$1	\$1	\$1
Total Overhead Costs	\$19	\$19	\$19	\$40	\$76	\$26	\$926	\$1

Total Costs	\$521	\$30	\$30	\$559	\$481	\$600	\$6,590	\$1
--------------------	-------	------	------	-------	-------	-------	---------	-----

Cash Surplus/Deficit	\$17,209	\$17,179	\$17,149	\$16,590	\$16,109	\$15,509	\$15,605	\$15,604
-----------------------------	----------	----------	----------	----------	----------	----------	----------	----------

Cash Transactions								
Beginning Cash Balance	\$17,730	\$17,209	\$17,179	\$17,149	\$16,590	\$16,109	\$15,509	\$15,605
Cash Surplus/Deficit	\$17,209	\$17,179	\$17,149	\$16,590	\$16,109	\$15,509	\$15,605	\$15,604
Ending Cash Balance	\$17,209	\$17,179	\$17,149	\$16,590	\$16,109	\$15,509	\$15,605	\$15,604

	<u>June</u>	<u>July</u>	<u>August</u>	<u>September</u>	<u>Total</u>
Beginning Cash Balance	\$15,604	\$15,603	\$15,602	\$15,601	\$195,494
Cash Inflow					
Conventional Iceberg Lettuce Production	\$0	\$0	\$0	\$0	\$6,686
Total Inflow	✓ \$15,604	✓ \$15,603	✓ \$15,602	✓ \$15,601	\$202,180
Cultural Costs					
Land Prep: Disk 5X					✓ \$58
Land Prep: Rip 2X					
Land Prep: Level (Triplane) 1X/2Yrs, charge 1/4 per crop					
Soil Amendment: (Compost) 1X/2 crops (1/2 cost)					
Land Prep: Chisel 2X					
Land Prep: List Beds (GPS). Fertilize: (8-8-8)					
Land Prep: Lilliston (rolling cultivator) 2X					
Land Prep: Shape beds					
Plant: (Iceberg seed). Weed: (Kerb, Prefar). Insect (Mustang). Anticrustant (Spray Aide)					
Irrigate: Layout and/or Pickup Sprinkler Pipe					
Irrigate: Sprinkle 3X (includes 1X prethin)					
Weed: Cultivate					
Plant: Thin Lettuce					
Irrigate: Sprinkle					
Weed: Cultivate and Run Bottoms					
Fertilize: Sidedress (UN32)					
Disease: Mildew (Manex), Sclerotinia (Endura). Insects: Aphid (Acephate)					
Weed: Hand Hoe					
Disease: Mildew (Manex). Insects: Aphid (Acephate, MSR), Worms (Radiant)					
Disease: Mildew (Manex, Previcur) Insects: Aphid (Movento, MSR), Worms (Radiant)					
Disease: Mildew (Phosphite). Insects: Aphid (Provado), Worms (Radiant)					
Pest: Pest Management Consultant					✓ \$28
Pickup use					✓ \$49
Total Cultural Costs	✓ \$0	✓ \$0	✓ \$0	✓ \$0	\$2,230
Harvest Costs					
Cut, Wrap, Pack, Haul					✓ \$4,200
Cool, Palletize, Sell					✓ \$1,256
Total Harvest Costs	✓ \$0	✓ \$0	✓ \$0	✓ \$0	\$5,456
Total Operating Costs Per Acre	\$0	\$0	\$0	\$0	
Overhead Costs					
Liability Insurance					✓ \$1
Office Expense					✓ \$126
Field Sanitation (Toilets)					✓ \$28
Land Rent					✓ \$900
Food Safety Certification					✓ \$50
Property Taxes					✓ \$7
Property Insurance					✓ \$6
Investment Repairs	\$1	\$1	\$1	\$1	\$12
Total Overhead Costs	✓ \$1	✓ \$1	✓ \$1	✓ \$1	\$1,130
Total Costs	\$1	\$1	\$1	\$1	\$8,816
Cash Surplus/Deficit	\$15,603	\$15,602	\$15,601	\$15,600	\$193,364
Cash Transactions					
Beginning Cash Balance	\$15,604	\$15,603	\$15,602	\$15,601	\$195,494
Cash Surplus/Deficit	\$15,603	\$15,602	\$15,601	\$15,600	\$193,364
Ending Cash Balance	\$15,603	\$15,602	\$15,601	\$15,600	\$193,364

	October	November	December	January	February	March	April	May
Beginning Cash Balance	\$15,600	\$15,079	\$15,049	\$15,019	\$14,460	\$13,979	\$13,379	\$14,518
Cash Inflow								
Conventional Iceberg Lettuce Production	\$0	\$0	\$0	\$0	\$0	\$0	\$7,728	\$0
Total Inflow	\$15,600	\$15,079	\$15,049	\$15,019	\$14,460	\$13,979	\$21,108	\$14,518

Cultural Costs								
Land Prep: Disk 5X	\$58							
Land Prep: Rip 2X	\$99							
Land Prep: Level (Triplane) 1X/2Yrs, charge 1/4 per crop	\$5							
Soil Amendment: (Compost) 1X/2 crops (1/2 cost)	\$64							
Land Prep: Chisel 2X	\$27							
Land Prep: List Beds (GPS). Fertilize: (8-8-8)	\$238							
Land Prep: Lilliston (rolling cultivator) 2X				\$21				
Land Prep: Shape beds				\$16				
Plant. (Iceberg seed). Weed: (Kerb, Prefar). Insect (Mustang). Anticrustant (Spray Aide)				\$415				
Irrigate: Layout and/or Pickup Sprinkler Pipe				\$30	\$90	\$60	\$60	
Irrigate: Sprinkle 3X (includes 1X prethin)				\$26	\$13			
Weed: Cultivate					\$6			
Plant: Thin Lettuce					\$91			
Irrigate: Sprinkle					\$13	\$62	\$31	
Weed: Cultivate and Run Bottoms					\$4			
Fertilize: Sidedress (UN32)					\$56	\$56		
Disease: Mildew (Manex), Sclerotinia (Endura). Insects: Aphid (Acephate)					\$121			
Weed: Hand Hoe						\$68		
Disease: Mildew (Manex). Insects: Aphid (Acephate, MSR), Worms (Radiant)						\$138		
Disease: Mildew (Manex, Previcur) Insects: Aphid (Movento, MSR), Worms (Radiant)						\$179		
Disease: Mildew (Phosphite). Insects: Aphid (Provado), Worms (Radiant)							\$106	
Pest: Pest Management Consultant	\$4	\$4	\$4	\$4	\$4	\$4	\$4	
Pickup use	\$7	\$7	\$7	\$7	\$7	\$7	\$7	
Total Cultural Costs	\$502	\$11	\$11	\$519	\$405	\$574	\$208	\$0

Harvest Costs								
Cut, Wrap, Pack, Haul							\$4,200	
Cool, Palletize, Sell							\$1,256	
Total Harvest Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$5,456	\$0

Total Operating Costs Per Acre	\$502	\$11	\$11	\$519	\$405	\$574	\$5,664	\$0
---------------------------------------	-------	------	------	-------	-------	-------	---------	-----

Overhead Costs								
Liability Insurance				\$1				
Office Expense	\$18	\$18	\$18	\$18	\$18	\$18	\$18	
Field Sanitation (Toilets)				\$7	\$7	\$7	\$7	
Land Rent							\$900	
Food Safety Certification					\$50			
Property Taxes				\$7				
Property Insurance				\$6				
Investment Repairs	\$1	\$1	\$1	\$1	\$1	\$1	\$1	\$1
Total Overhead Costs	\$19	\$19	\$19	\$40	\$76	\$26	\$926	\$1

Total Costs	\$521	\$30	\$30	\$559	\$481	\$600	\$6,590	\$1
--------------------	-------	------	------	-------	-------	-------	---------	-----

Cash Surplus/Deficit	\$15,079	\$15,049	\$15,019	\$14,460	\$13,979	\$13,379	\$14,518	\$14,517
-----------------------------	----------	----------	----------	----------	----------	----------	----------	----------

Cash Transactions								
Beginning Cash Balance	\$15,600	\$15,079	\$15,049	\$15,019	\$14,460	\$13,979	\$13,379	\$14,518
Cash Surplus/Deficit	\$15,079	\$15,049	\$15,019	\$14,460	\$13,979	\$13,379	\$14,518	\$14,517
Ending Cash Balance	\$15,079	\$15,049	\$15,019	\$14,460	\$13,979	\$13,379	\$14,518	\$14,517

	<u>June</u>	<u>July</u>	<u>August</u>	<u>September</u>	<u>Total</u>
Beginning Cash Balance	\$14,517	\$14,516	\$14,515	\$14,514	\$175,145
Cash Inflow					
Conventional Iceberg Lettuce Production	\$0	\$0	\$0	\$0	\$7,728
Total Inflow	✓ \$14,517	✓ \$14,516	✓ \$14,515	✓ \$14,514	\$182,873

Cultural Costs					
Land Prep: Disk 5X				✓	\$58
Land Prep: Rip 2X					
Land Prep: Level (Triplane) 1X/2Yrs, charge 1/4 per crop					
Soil Amendment: (Compost) 1X/2 crops (1/2 cost)					
Land Prep: Chisel 2X					
Land Prep: List Beds (GPS). Fertilize: (8-8-8)					
Land Prep: Lilliston (rolling cultivator) 2X					
Land Prep: Shape beds					
Plant. (Iceberg seed). Weed: (Kerb, Prefar). Insect (Mustang). Anticrustant (Spray Aide)					
Irrigate: Layout and/or Pickup Sprinkler Pipe					
Irrigate: Sprinkle 3X (includes 1X prethin)					
Weed: Cultivate					
Plant: Thin Lettuce					
Irrigate: Sprinkle					
Weed: Cultivate and Run Bottoms					
Fertilize: Sidedress (UN32)					
Disease: Mildew (Manex), Sclerotinia (Endura). Insects: Aphid (Acephate)					
Weed: Hand Hoe					
Disease: Mildew (Manex). Insects: Aphid (Acephate, MSR), Worms (Radiant)					
Disease: Mildew (Manex, Previcur) Insects: Aphid (Movento, MSR), Worms (Radiant)					
Disease: Mildew (Phosphite). Insects: Aphid (Provado), Worms (Radiant)					
Pest: Pest Management Consultant				✓	\$28
Pickup use				✓	\$49
Total Cultural Costs	✓ \$0	✓ \$0	✓ \$0	✓ \$0	\$2,230

Harvest Costs					
Cut, Wrap, Pack, Haul				✓	\$4,200
Cool, Palletize, Sell				✓	\$1,256
Total Harvest Costs	✓ \$0	✓ \$0	✓ \$0	✓ \$0	\$5,456

Total Operating Costs Per Acre	\$0	\$0	\$0	\$0	
---------------------------------------	-----	-----	-----	-----	--

Overhead Costs					
Liability Insurance					\$1
Office Expense					\$126
Field Sanitation (Toilets)					\$28
Land Rent					\$900
Food Safety Certification					\$50
Property Taxes					\$7
Property Insurance					\$6
Investment Repairs	\$1	\$1	\$1	\$1	\$12
Total Overhead Costs	\$1	\$1	\$1	\$1	\$1,130

Total Costs	\$1	\$1	\$1	\$1	\$8,816
--------------------	-----	-----	-----	-----	---------

Cash Surplus/Deficit	\$14,516	\$14,515	\$14,514	\$14,513	\$174,057
-----------------------------	----------	----------	----------	----------	-----------

Cash Transactions					
Beginning Cash Balance	\$14,517	\$14,516	\$14,515	\$14,514	\$175,145
Cash Surplus/Deficit	\$14,516	\$14,515	\$14,514	\$14,513	\$174,057
Ending Cash Balance	\$14,516	\$14,515	\$14,514	\$14,513	\$174,057

	October	November	December	January	February	March	April	May
Beginning Cash Balance	\$14,513	\$13,992	\$13,962	\$13,932	\$13,373	\$12,892	\$12,292	\$12,698
Cash Inflow								
Conventional Iceberg Lettuce Production	\$0	\$0	\$0	\$0	\$0	\$0	\$6,997	\$0
Total Inflow	\$14,513	\$13,992	\$13,962	\$13,932	\$13,373	\$12,892	\$19,288	\$12,698

Cultural Costs								
Land Prep: Disk 5X	\$58							
Land Prep: Rip 2X	\$99							
Land Prep: Level (Triplane) 1X/2Yrs, charge 1/4 per crop	\$5							
Soil Amendment: (Compost) 1X/2 crops (1/2 cost)	\$64							
Land Prep: Chisel 2X	\$27							
Land Prep: List Beds (GPS). Fertilize: (8-8-8)	\$238							
Land Prep: Lilliston (rolling cultivator) 2X				\$21				
Land Prep: Shape beds				\$16				
Plant. (Iceberg seed). Weed: (Kerb, Prefar). Insect (Mustang). Anticrustant (Spray Aide)				\$415				
Irrigate: Layout and/or Pickup Sprinkler Pipe				\$30	\$90	\$60	\$60	
Irrigate: Sprinkle 3X (includes 1X prethin)				\$26	\$13			
Weed: Cultivate					\$6			
Plant: Thin Lettuce					\$91			
Irrigate: Sprinkle					\$13	\$62	\$31	
Weed: Cultivate and Run Bottoms					\$4			
Fertilize: Sidedress (UN32)					\$56	\$56		
Disease: Mildew (Manex), Sclerotinia (Endura). Insects: Aphid (Acephate)					\$121			
Weed: Hand Hoe						\$68		
Disease: Mildew (Manex). Insects: Aphid (Acephate, MSR), Worms (Radiant)						\$138		
Disease: Mildew (Manex, Previcur) Insects: Aphid (Movento, MSR), Worms (Radiant)						\$179		
Disease: Mildew (Phosphite). Insects: Aphid (Provado), Worms (Radiant)							\$106	
Pest: Pest Management Consultant	\$4	\$4	\$4	\$4	\$4	\$4	\$4	
Pickup use	\$7	\$7	\$7	\$7	\$7	\$7	\$7	
Total Cultural Costs	\$502	\$11	\$11	\$519	\$405	\$574	\$208	\$0

Harvest Costs								
Cut, Wrap, Pack, Haul							\$4,200	
Cool, Palletize, Sell							\$1,256	
Total Harvest Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$5,456	\$0

Total Operating Costs Per Acre	\$502	\$11	\$11	\$519	\$405	\$574	\$5,664	\$0
---------------------------------------	-------	------	------	-------	-------	-------	---------	-----

Overhead Costs								
Liability Insurance				\$1				
Office Expense	\$18	\$18	\$18	\$18	\$18	\$18	\$18	
Field Sanitation (Toilets)				\$7	\$7	\$7	\$7	
Land Rent							\$900	
Food Safety Certification					\$50			
Property Taxes				\$7				
Property Insurance				\$6				
Investment Repairs	\$1	\$1	\$1	\$1	\$1	\$1	\$1	\$1
Total Overhead Costs	\$19	\$19	\$19	\$40	\$76	\$26	\$926	\$1

Total Costs	\$521	\$30	\$30	\$559	\$481	\$600	\$6,590	\$1
--------------------	-------	------	------	-------	-------	-------	---------	-----

Cash Surplus/Deficit	\$13,992	\$13,962	\$13,932	\$13,373	\$12,892	\$12,292	\$12,698	\$12,697
-----------------------------	----------	----------	----------	----------	----------	----------	----------	----------

Cash Transactions								
Beginning Cash Balance	\$14,513	\$13,992	\$13,962	\$13,932	\$13,373	\$12,892	\$12,292	\$12,698
Cash Surplus/Deficit	\$13,992	\$13,962	\$13,932	\$13,373	\$12,892	\$12,292	\$12,698	\$12,697
Ending Cash Balance	\$13,992	\$13,962	\$13,932	\$13,373	\$12,892	\$12,292	\$12,698	\$12,697

	<u>June</u>	<u>July</u>	<u>August</u>	<u>September</u>	<u>Total</u>
Beginning Cash Balance	\$12,697	\$12,696	\$12,695	\$12,694	\$158,436
Cash Inflow					
Conventional Iceberg Lettuce Production	\$0	\$0	\$0	\$0	\$6,997
Total Inflow	✓ \$12,697	✓ \$12,696	✓ \$12,695	✓ \$12,694	\$165,433

Cultural Costs					
Land Prep: Disk 5X				✓	\$58
Land Prep: Rip 2X					
Land Prep: Level (Triplane) 1X/2Yrs, charge 1/4 per crop					
Soil Amendment: (Compost) 1X/2 crops (1/2 cost)					
Land Prep: Chisel 2X					
Land Prep: List Beds (GPS). Fertilize: (8-8-8)					
Land Prep: Lilliston (rolling cultivator) 2X					
Land Prep: Shape beds					
Plant: (Iceberg seed). Weed: (Kerb, Prefar). Insect (Mustang). Anticrustant (Spray Aide)					
Irrigate: Layout and/or Pickup Sprinkler Pipe					
Irrigate: Sprinkle 3X (includes 1X prethin)					
Weed: Cultivate					
Plant: Thin Lettuce					
Irrigate: Sprinkle					
Weed: Cultivate and Run Bottoms					
Fertilize: Sidedress (UN32)					
Disease: Mildew (Manex), Sclerotinia (Endura). Insects: Aphid (Acephate)					
Weed: Hand Hoe					
Disease: Mildew (Manex). Insects: Aphid (Acephate, MSR), Worms (Radiant)					
Disease: Mildew (Manex, Previcur) Insects: Aphid (Movento, MSR), Worms (Radiant)					
Disease: Mildew (Phosphite). Insects: Aphid (Provado), Worms (Radiant)					
Pest: Pest Management Consultant					✓ \$28
Pickup use					✓ \$49
Total Cultural Costs	✓ \$0	✓ \$0	✓ \$0	✓ \$0	\$2,230

Harvest Costs					
Cut, Wrap, Pack, Haul					✓ \$4,200
Cool, Palletize, Sell					✓ \$1,256
Total Harvest Costs	✓ \$0	✓ \$0	✓ \$0	✓ \$0	\$5,456

Total Operating Costs Per Acre	\$0	\$0	\$0	\$0	
---------------------------------------	-----	-----	-----	-----	--

Overhead Costs					
Liability Insurance					✓ \$1
Office Expense					✓ \$126
Field Sanitation (Toilets)					✓ \$28
Land Rent					✓ \$900
Food Safety Certification					✓ \$50
Property Taxes					✓ \$7
Property Insurance					✓ \$6
Investment Repairs	\$1	\$1	\$1	\$1	\$12
Total Overhead Costs	✓ \$1	✓ \$1	✓ \$1	✓ \$1	\$1,130

Total Costs	\$1	\$1	\$1	\$1	\$8,816
--------------------	-----	-----	-----	-----	---------

Cash Surplus/Deficit	\$12,696	\$12,695	\$12,694	\$12,693	\$156,617
-----------------------------	----------	----------	----------	----------	-----------

Cash Transactions					
Beginning Cash Balance	\$12,697	\$12,696	\$12,695	\$12,694	\$158,436
Cash Surplus/Deficit	\$12,696	\$12,695	\$12,694	\$12,693	\$156,617
Ending Cash Balance	\$12,696	\$12,695	\$12,694	\$12,693	\$156,617

	<u>October</u>	<u>November</u>	<u>December</u>	<u>January</u>	<u>February</u>	<u>March</u>	<u>April</u>	<u>May</u>
Beginning Cash Balance	\$12,693	\$12,172	\$12,142	\$12,112	\$11,553	\$11,072	\$10,472	\$10,800
Cash Inflow								
Conventional Iceberg Lettuce Production	\$0	\$0	\$0	\$0	\$0	\$0	\$6,918	\$0
Total Inflow	\$12,693	\$12,172	\$12,142	\$12,112	\$11,553	\$11,072	\$17,390	\$10,800
Cultural Costs								
Land Prep: Disk 5X	\$58							
Land Prep: Rip 2X	\$99							
Land Prep: Level (Triplane) 1X/2Yrs, charge 1/4 per crop	\$5							
Soil Amendment: (Compost) 1X/2 crops (1/2 cost)	\$64							
Land Prep: Chisel 2X	\$27							
Land Prep: List Beds (GPS). Fertilize: (8-8-8)	\$238							
Land Prep: Lilliston (rolling cultivator) 2X				\$21				
Land Prep: Shape beds				\$16				
Plant: (Iceberg seed). Weed: (Kerb, Prefar). Insect (Mustang). Anticrustant (Spray Aide)				\$415				
Irrigate: Layout and/or Pickup Sprinkler Pipe				\$30	\$90	\$60	\$60	
Irrigate: Sprinkle 3X (includes 1X prethin)				\$26	\$13			
Weed: Cultivate					\$6			
Plant: Thin Lettuce					\$91			
Irrigate: Sprinkle					\$13	\$62	\$31	
Weed: Cultivate and Run Bottoms					\$4			
Fertilize: Sidedress (UN32)					\$56	\$56		
Disease: Mildew (Manex), Sclerotinia (Endura). Insects: Aphid (Acephate)					\$121			
Weed: Hand Hoe						\$68		
Disease: Mildew (Manex). Insects: Aphid (Acephate, MSR), Worms (Radiant)						\$138		
Disease: Mildew (Manex, Previcur) Insects: Aphid (Movento, MSR), Worms (Radiant)						\$179		
Disease: Mildew (Phosphite). Insects: Aphid (Provado), Worms (Radiant)							\$106	
Pest: Pest Management Consultant	\$4	\$4	\$4	\$4	\$4	\$4	\$4	
Pickup use	\$7	\$7	\$7	\$7	\$7	\$7	\$7	
Total Cultural Costs	\$502	\$11	\$11	\$519	\$405	\$574	\$208	\$0
Harvest Costs								
Cut, Wrap, Pack, Haul							\$4,200	
Cool, Palletize, Sell							\$1,256	
Total Harvest Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$5,456	\$0
Total Operating Costs Per Acre	\$502	\$11	\$11	\$519	\$405	\$574	\$5,664	\$0
Overhead Costs								
Liability Insurance				\$1				
Office Expense	\$18	\$18	\$18	\$18	\$18	\$18	\$18	
Field Sanitation (Toilets)				\$7	\$7	\$7	\$7	
Land Rent							\$900	
Food Safety Certification					\$50			
Property Taxes				\$7				
Property Insurance				\$6				
Investment Repairs	\$1	\$1	\$1	\$1	\$1	\$1	\$1	\$1
Total Overhead Costs	\$19	\$19	\$19	\$40	\$76	\$26	\$926	\$1
Total Costs	\$521	\$30	\$30	\$559	\$481	\$600	\$6,590	\$1
Cash Surplus/Deficit	\$12,172	\$12,142	\$12,112	\$11,553	\$11,072	\$10,472	\$10,800	\$10,799
Cash Transactions								
Beginning Cash Balance	\$12,693	\$12,172	\$12,142	\$12,112	\$11,553	\$11,072	\$10,472	\$10,800
Cash Surplus/Deficit	\$12,172	\$12,142	\$12,112	\$11,553	\$11,072	\$10,472	\$10,800	\$10,799
Ending Cash Balance	\$12,172	\$12,142	\$12,112	\$11,553	\$11,072	\$10,472	\$10,800	\$10,799

	<u>June</u>	<u>July</u>	<u>August</u>	<u>September</u>	<u>Total</u>
Beginning Cash Balance	\$10,799	\$10,798	\$10,797	\$10,796	\$136,210
Cash Inflow					
Conventional Iceberg Lettuce Production	\$0	\$0	\$0	\$0	\$6,918
Total Inflow	✓ \$10,799	✓ \$10,798	✓ \$10,797	✓ \$10,796	\$143,128
Cultural Costs					
Land Prep: Disk 5X				✓	\$58
Land Prep: Rip 2X					
Land Prep: Level (Triplane) 1X/2Yrs, charge 1/4 per crop					
Soil Amendment: (Compost) 1X/2 crops (1/2 cost)					
Land Prep: Chisel 2X					
Land Prep: List Beds (GPS). Fertilize: (8-8-8)					
Land Prep: Lilliston (rolling cultivator) 2X					
Land Prep: Shape beds					
Plant. (Iceberg seed). Weed: (Kerb, Prefar). Insect (Mustang). Anticrustant (Spray Aide)					
Irrigate: Layout and/or Pickup Sprinkler Pipe					
Irrigate: Sprinkle 3X (includes 1X prethin)					
Weed: Cultivate					
Plant: Thin Lettuce					
Irrigate: Sprinkle					
Weed: Cultivate and Run Bottoms					
Fertilize: Sidedress (UN32)					
Disease: Mildew (Manex), Sclerotinia (Endura). Insects: Aphid (Acephate)					
Weed: Hand Hoe					
Disease: Mildew (Manex). Insects: Aphid (Acephate, MSR), Worms (Radiant)					
Disease: Mildew (Manex, Previcur) Insects: Aphid (Movento, MSR), Worms (Radiant)					
Disease: Mildew (Phosphite). Insects: Aphid (Provado), Worms (Radiant)					
Pest: Pest Management Consultant				✓	\$28
Pickup use				✓	\$49
Total Cultural Costs	✓ \$0	✓ \$0	✓ \$0	✓ \$0	\$2,230
Harvest Costs					
Cut, Wrap, Pack, Haul				✓	\$4,200
Cool, Palletize, Sell				✓	\$1,256
Total Harvest Costs	✓ \$0	✓ \$0	✓ \$0	✓ \$0	\$5,456
Total Operating Costs Per Acre	\$0	\$0	\$0	\$0	
Overhead Costs					
Liability Insurance				✓	\$1
Office Expense				✓	\$126
Field Sanitation (Toilets)				✓	\$28
Land Rent				✓	\$900
Food Safety Certification				✓	\$50
Property Taxes				✓	\$7
Property Insurance				✓	\$6
Investment Repairs	\$1	\$1	\$1	\$1	\$12
Total Overhead Costs	✓ \$1	✓ \$1	✓ \$1	✓ \$1	\$1,130
Total Costs	\$1	\$1	\$1	\$1	\$8,816
Cash Surplus/Deficit	\$10,798	\$10,797	\$10,796	\$10,795	\$134,312
Cash Transactions					
Beginning Cash Balance	\$10,799	\$10,798	\$10,797	\$10,796	\$136,210
Cash Surplus/Deficit	\$10,798	\$10,797	\$10,796	\$10,795	\$134,312
Ending Cash Balance	\$10,798	\$10,797	\$10,796	\$10,795	\$134,312

	October	November	December	January	February	March	April	May
Beginning Cash Balance	\$10,795	\$10,274	\$10,244	\$10,214	\$9,655	\$9,174	\$8,574	\$9,732
Cash Inflow								
Conventional Iceberg Lettuce Production	\$0	\$0	\$0	\$0	\$0	\$0	\$7,748	\$0
Total Inflow	\$10,795	\$10,274	\$10,244	\$10,214	\$9,655	\$9,174	\$16,322	\$9,732

Cultural Costs								
Land Prep: Disk 5X	\$58							
Land Prep: Rip 2X	\$99							
Land Prep: Level (Triplane) 1X/2Yrs, charge 1/4 per crop	\$5							
Soil Amendment: (Compost) 1X/2 crops (1/2 cost)	\$64							
Land Prep: Chisel 2X	\$27							
Land Prep: List Beds (GPS). Fertilize: (8-8-8)	\$238							
Land Prep: Lilliston (rolling cultivator) 2X				\$21				
Land Prep: Shape beds				\$16				
Plant. (Iceberg seed). Weed: (Kerb, Prefar). Insect (Mustang). Anticrustant (Spray Aide)				\$415				
Irrigate: Layout and/or Pickup Sprinkler Pipe				\$30	\$90	\$60	\$60	
Irrigate: Sprinkle 3X (includes 1X prethin)				\$26	\$13			
Weed: Cultivate					\$6			
Plant: Thin Lettuce					\$91			
Irrigate: Sprinkle					\$13	\$62	\$31	
Weed: Cultivate and Run Bottoms					\$4			
Fertilize: Sidedress (UN32)					\$56	\$56		
Disease: Mildew (Manex), Sclerotinia (Endura). Insects: Aphid (Acephate)					\$121			
Weed: Hand Hoe						\$68		
Disease: Mildew (Manex). Insects: Aphid (Acephate, MSR), Worms (Radiant)						\$138		
Disease: Mildew (Manex, Previcur) Insects: Aphid (Movento, MSR), Worms (Radiant)						\$179		
Disease: Mildew (Phosphite). Insects: Aphid (Provado), Worms (Radiant)							\$106	
Pest: Pest Management Consultant	\$4	\$4	\$4	\$4	\$4	\$4	\$4	
Pickup use	\$7	\$7	\$7	\$7	\$7	\$7	\$7	
Total Cultural Costs	\$502	\$11	\$11	\$519	\$405	\$574	\$208	\$0

Harvest Costs								
Cut, Wrap, Pack, Haul							\$4,200	
Cool, Palletize, Sell							\$1,256	
Total Harvest Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$5,456	\$0

Total Operating Costs Per Acre	\$502	\$11	\$11	\$519	\$405	\$574	\$5,664	\$0
---------------------------------------	-------	------	------	-------	-------	-------	---------	-----

Overhead Costs								
Liability Insurance				\$1				
Office Expense	\$18	\$18	\$18	\$18	\$18	\$18	\$18	
Field Sanitation (Toilets)				\$7	\$7	\$7	\$7	
Land Rent							\$900	
Food Safety Certification					\$50			
Property Taxes				\$7				
Property Insurance				\$6				
Investment Repairs	\$1	\$1	\$1	\$1	\$1	\$1	\$1	\$1
Total Overhead Costs	\$19	\$19	\$19	\$40	\$76	\$26	\$926	\$1

Total Costs	\$521	\$30	\$30	\$559	\$481	\$600	\$6,590	\$1
--------------------	-------	------	------	-------	-------	-------	---------	-----

Cash Surplus/Deficit	\$10,274	\$10,244	\$10,214	\$9,655	\$9,174	\$8,574	\$9,732	\$9,731
-----------------------------	----------	----------	----------	---------	---------	---------	---------	---------

Cash Transactions								
Beginning Cash Balance	\$10,795	\$10,274	\$10,244	\$10,214	\$9,655	\$9,174	\$8,574	\$9,732
Cash Surplus/Deficit	\$10,274	\$10,244	\$10,214	\$9,655	\$9,174	\$8,574	\$9,732	\$9,731
Ending Cash Balance	\$10,274	\$10,244	\$10,214	\$9,655	\$9,174	\$8,574	\$9,732	\$9,731

	<u>June</u>	<u>July</u>	<u>August</u>	<u>September</u>	<u>Total</u>
Beginning Cash Balance	\$9,731	\$9,730	\$9,729	\$9,728	\$117,584
Cash Inflow					
Conventional Iceberg Lettuce Production	\$0	\$0	\$0	\$0	\$7,748
Total Inflow	✓ \$9,731	✓ \$9,730	✓ \$9,729	✓ \$9,728	\$125,332

Cultural Costs					
Land Prep: Disk 5X				✓	\$58
Land Prep: Rip 2X					
Land Prep: Level (Triplane) 1X/2Yrs, charge 1/4 per crop					
Soil Amendment: (Compost) 1X/2 crops (1/2 cost)					
Land Prep: Chisel 2X					
Land Prep: List Beds (GPS). Fertilize: (8-8-8)					
Land Prep: Lilliston (rolling cultivator) 2X					
Land Prep: Shape beds					
Plant. (Iceberg seed). Weed: (Kerb, Prefar). Insect (Mustang). Anticrustant (Spray Aide)					
Irrigate: Layout and/or Pickup Sprinkler Pipe					
Irrigate: Sprinkle 3X (includes 1X prethin)					
Weed: Cultivate					
Plant: Thin Lettuce					
Irrigate: Sprinkle					
Weed: Cultivate and Run Bottoms					
Fertilize: Sidedress (UN32)					
Disease: Mildew (Manex), Sclerotinia (Endura). Insects: Aphid (Acephate)					
Weed: Hand Hoe					
Disease: Mildew (Manex). Insects: Aphid (Acephate, MSR), Worms (Radiant)					
Disease: Mildew (Manex, Previcur) Insects: Aphid (Movento, MSR), Worms (Radiant)					
Disease: Mildew (Phosphite). Insects: Aphid (Provado), Worms (Radiant)					
Pest: Pest Management Consultant				✓	\$28
Pickup use				✓	\$49
Total Cultural Costs	✓ \$0	✓ \$0	✓ \$0	✓ \$0	\$2,230

Harvest Costs					
Cut, Wrap, Pack, Haul				✓	\$4,200
Cool, Palletize, Sell				✓	\$1,256
Total Harvest Costs	✓ \$0	✓ \$0	✓ \$0	✓ \$0	\$5,456

Total Operating Costs Per Acre	\$0	\$0	\$0	\$0	
---------------------------------------	-----	-----	-----	-----	--

Overhead Costs					
Liability Insurance				✓	\$1
Office Expense				✓	\$126
Field Sanitation (Toilets)				✓	\$28
Land Rent				✓	\$900
Food Safety Certification				✓	\$50
Property Taxes				✓	\$7
Property Insurance				✓	\$6
Investment Repairs	\$1	\$1	\$1	\$1	\$12
Total Overhead Costs	✓ \$1	✓ \$1	✓ \$1	✓ \$1	\$1,130

Total Costs	\$1	\$1	\$1	\$1	\$8,816
--------------------	-----	-----	-----	-----	---------

Cash Surplus/Deficit	\$9,730	\$9,729	\$9,728	\$9,727	\$116,516
-----------------------------	---------	---------	---------	---------	-----------

Cash Transactions					
Beginning Cash Balance	\$9,731	\$9,730	\$9,729	\$9,728	\$117,584
Cash Surplus/Deficit	\$9,730	\$9,729	\$9,728	\$9,727	\$116,516
Ending Cash Balance	\$9,730	\$9,729	\$9,728	\$9,727	\$116,516

	October	November	December	January	February	March	April	May
Beginning Cash Balance	\$9,727	\$9,206	\$9,176	\$9,146	\$8,587	\$8,106	\$7,506	\$8,509
Cash Inflow								
Conventional Iceberg Lettuce Production	\$0	\$0	\$0	\$0	\$0	\$0	\$7,592	\$0
Total Inflow	\$9,727	\$9,206	\$9,176	\$9,146	\$8,587	\$8,106	\$15,099	\$8,509

Cultural Costs								
Land Prep: Disk 5X	\$58							
Land Prep: Rip 2X	\$99							
Land Prep: Level (Triplane) 1X/2Yrs, charge 1/4 per crop	\$5							
Soil Amendment: (Compost) 1X/2 crops (1/2 cost)	\$64							
Land Prep: Chisel 2X	\$27							
Land Prep: List Beds (GPS). Fertilize: (8-8-8)	\$238							
Land Prep: Lilliston (rolling cultivator) 2X				\$21				
Land Prep: Shape beds				\$16				
Plant. (Iceberg seed). Weed: (Kerb, Prefar). Insect (Mustang). Anticrustant (Spray Aide)				\$415				
Irrigate: Layout and/or Pickup Sprinkler Pipe				\$30	\$90	\$60	\$60	
Irrigate: Sprinkle 3X (includes 1X prethin)				\$26	\$13			
Weed: Cultivate					\$6			
Plant: Thin Lettuce					\$91			
Irrigate: Sprinkle					\$13	\$62	\$31	
Weed: Cultivate and Run Bottoms					\$4			
Fertilize: Sidedress (UN32)					\$56	\$56		
Disease: Mildew (Manex), Sclerotinia (Endura). Insects: Aphid (Acephate)					\$121			
Weed: Hand Hoe						\$68		
Disease: Mildew (Manex). Insects: Aphid (Acephate, MSR), Worms (Radiant)						\$138		
Disease: Mildew (Manex, Previcur) Insects: Aphid (Movento, MSR), Worms (Radiant)						\$179		
Disease: Mildew (Phosphite). Insects: Aphid (Provado), Worms (Radiant)							\$106	
Pest: Pest Management Consultant	\$4	\$4	\$4	\$4	\$4	\$4	\$4	
Pickup use	\$7	\$7	\$7	\$7	\$7	\$7	\$7	
Total Cultural Costs	\$502	\$11	\$11	\$519	\$405	\$574	\$208	\$0

Harvest Costs								
Cut, Wrap, Pack, Haul							\$4,200	
Cool, Palletize, Sell							\$1,256	
Total Harvest Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$5,456	\$0

Total Operating Costs Per Acre	\$502	\$11	\$11	\$519	\$405	\$574	\$5,664	\$0
---------------------------------------	-------	------	------	-------	-------	-------	---------	-----

Overhead Costs								
Liability Insurance				\$1				
Office Expense	\$18	\$18	\$18	\$18	\$18	\$18	\$18	
Field Sanitation (Toilets)				\$7	\$7	\$7	\$7	
Land Rent							\$900	
Food Safety Certification					\$50			
Property Taxes				\$7				
Property Insurance				\$6				
Investment Repairs	\$1	\$1	\$1	\$1	\$1	\$1	\$1	\$1
Total Overhead Costs	\$19	\$19	\$19	\$40	\$76	\$26	\$926	\$1

Total Costs	\$521	\$30	\$30	\$559	\$481	\$600	\$6,590	\$1
--------------------	-------	------	------	-------	-------	-------	---------	-----

Cash Surplus/Deficit	\$9,206	\$9,176	\$9,146	\$8,587	\$8,106	\$7,506	\$8,509	\$8,508
-----------------------------	---------	---------	---------	---------	---------	---------	---------	---------

Cash Transactions								
Beginning Cash Balance	\$9,727	\$9,206	\$9,176	\$9,146	\$8,587	\$8,106	\$7,506	\$8,509
Cash Surplus/Deficit	\$9,206	\$9,176	\$9,146	\$8,587	\$8,106	\$7,506	\$8,509	\$8,508
Ending Cash Balance	\$9,206	\$9,176	\$9,146	\$8,587	\$8,106	\$7,506	\$8,509	\$8,508

	<u>June</u>	<u>July</u>	<u>August</u>	<u>September</u>	<u>Total</u>
Beginning Cash Balance	\$8,508	\$8,507	\$8,506	\$8,505	\$103,991
Cash Inflow					
Conventional Iceberg Lettuce Production	\$0	\$0	\$0	\$0	\$7,592
Total Inflow	✓ \$8,508	✓ \$8,507	✓ \$8,506	✓ \$8,505	\$111,583

Cultural Costs					
Land Prep: Disk 5X				✓	\$58
Land Prep: Rip 2X					
Land Prep: Level (Triplane) 1X/2Yrs, charge 1/4 per crop					
Soil Amendment: (Compost) 1X/2 crops (1/2 cost)					
Land Prep: Chisel 2X					
Land Prep: List Beds (GPS). Fertilize: (8-8-8)					
Land Prep: Lilliston (rolling cultivator) 2X					
Land Prep: Shape beds					
Plant. (Iceberg seed). Weed: (Kerb, Prefar). Insect (Mustang). Anticrustant (Spray Aide)					
Irrigate: Layout and/or Pickup Sprinkler Pipe					
Irrigate: Sprinkle 3X (includes 1X prethin)					
Weed: Cultivate					
Plant: Thin Lettuce					
Irrigate: Sprinkle					
Weed: Cultivate and Run Bottoms					
Fertilize: Sidedress (UN32)					
Disease: Mildew (Manex), Sclerotinia (Endura). Insects: Aphid (Acephate)					
Weed: Hand Hoe					
Disease: Mildew (Manex). Insects: Aphid (Acephate, MSR), Worms (Radiant)					
Disease: Mildew (Manex, Previcur) Insects: Aphid (Movento, MSR), Worms (Radiant)					
Disease: Mildew (Phosphite). Insects: Aphid (Provado), Worms (Radiant)					
Pest: Pest Management Consultant				✓	\$28
Pickup use				✓	\$49
Total Cultural Costs	✓ \$0	✓ \$0	✓ \$0	✓ \$0	\$2,230

Harvest Costs					
Cut, Wrap, Pack, Haul				✓	\$4,200
Cool, Palletize, Sell				✓	\$1,256
Total Harvest Costs	✓ \$0	✓ \$0	✓ \$0	✓ \$0	\$5,456

Total Operating Costs Per Acre	\$0	\$0	\$0	\$0	
---------------------------------------	-----	-----	-----	-----	--

Overhead Costs					
Liability Insurance				✓	\$1
Office Expense				✓	\$126
Field Sanitation (Toilets)				✓	\$28
Land Rent				✓	\$900
Food Safety Certification				✓	\$50
Property Taxes				✓	\$7
Property Insurance				✓	\$6
Investment Repairs	\$1	\$1	\$1	\$1	\$12
Total Overhead Costs	✓ \$1	✓ \$1	✓ \$1	✓ \$1	\$1,130

Total Costs	\$1	\$1	\$1	\$1	\$8,816
--------------------	-----	-----	-----	-----	---------

Cash Surplus/Deficit	\$8,507	\$8,506	\$8,505	\$8,504	\$102,767
-----------------------------	---------	---------	---------	---------	-----------

Cash Transactions					
Beginning Cash Balance	\$8,508	\$8,507	\$8,506	\$8,505	\$103,991
Cash Surplus/Deficit	\$8,507	\$8,506	\$8,505	\$8,504	\$102,767
Ending Cash Balance	\$8,507	\$8,506	\$8,505	\$8,504	\$102,767

	October	November	December	January	February	March	April	May
Beginning Cash Balance	\$8,504	\$7,983	\$7,953	\$7,923	\$7,364	\$6,883	\$6,283	\$7,449
Cash Inflow								
Conventional Iceberg Lettuce Production	\$0	\$0	\$0	\$0	\$0	\$0	\$7,757	\$0
Total Inflow	\$8,504	\$7,983	\$7,953	\$7,923	\$7,364	\$6,883	\$14,039	\$7,449

Cultural Costs								
Land Prep: Disk 5X	\$58							
Land Prep: Rip 2X	\$99							
Land Prep: Level (Triplane) 1X/2Yrs, charge 1/4 per crop	\$5							
Soil Amendment: (Compost) 1X/2 crops (1/2 cost)	\$64							
Land Prep: Chisel 2X	\$27							
Land Prep: List Beds (GPS). Fertilize: (8-8-8)	\$238							
Land Prep: Lilliston (rolling cultivator) 2X				\$21				
Land Prep: Shape beds				\$16				
Plant. (Iceberg seed). Weed: (Kerb, Prefar). Insect (Mustang). Anticrustant (Spray Aide)				\$415				
Irrigate: Layout and/or Pickup Sprinkler Pipe				\$30	\$90	\$60	\$60	
Irrigate: Sprinkle 3X (includes 1X prethin)				\$26	\$13			
Weed: Cultivate					\$6			
Plant: Thin Lettuce					\$91			
Irrigate: Sprinkle					\$13	\$62	\$31	
Weed: Cultivate and Run Bottoms					\$4			
Fertilize: Sidedress (UN32)					\$56	\$56		
Disease: Mildew (Manex), Sclerotinia (Endura). Insects: Aphid (Acephate)					\$121			
Weed: Hand Hoe						\$68		
Disease: Mildew (Manex). Insects: Aphid (Acephate, MSR), Worms (Radiant)						\$138		
Disease: Mildew (Manex, Previcur) Insects: Aphid (Movento, MSR), Worms (Radiant)						\$179		
Disease: Mildew (Phosphite). Insects: Aphid (Provado), Worms (Radiant)							\$106	
Pest: Pest Management Consultant	\$4	\$4	\$4	\$4	\$4	\$4	\$4	
Pickup use	\$7	\$7	\$7	\$7	\$7	\$7	\$7	
Total Cultural Costs	\$502	\$11	\$11	\$519	\$405	\$574	\$208	\$0

Harvest Costs								
Cut, Wrap, Pack, Haul							\$4,200	
Cool, Palletize, Sell							\$1,256	
Total Harvest Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$5,456	\$0

Total Operating Costs Per Acre	\$502	\$11	\$11	\$519	\$405	\$574	\$5,664	\$0
---------------------------------------	-------	------	------	-------	-------	-------	---------	-----

Overhead Costs								
Liability Insurance				\$1				
Office Expense	\$18	\$18	\$18	\$18	\$18	\$18	\$18	
Field Sanitation (Toilets)				\$7	\$7	\$7	\$7	
Land Rent							\$900	
Food Safety Certification					\$50			
Property Taxes				\$7				
Property Insurance				\$6				
Investment Repairs	\$1	\$1	\$1	\$1	\$1	\$1	\$1	\$1
Total Overhead Costs	\$19	\$19	\$19	\$40	\$76	\$26	\$926	\$1

Total Costs	\$521	\$30	\$30	\$559	\$481	\$600	\$6,590	\$1
--------------------	-------	------	------	-------	-------	-------	---------	-----

Cash Surplus/Deficit	\$7,983	\$7,953	\$7,923	\$7,364	\$6,883	\$6,283	\$7,449	\$7,448
-----------------------------	---------	---------	---------	---------	---------	---------	---------	---------

Cash Transactions								
Beginning Cash Balance	\$8,504	\$7,983	\$7,953	\$7,923	\$7,364	\$6,883	\$6,283	\$7,449
Cash Surplus/Deficit	\$7,983	\$7,953	\$7,923	\$7,364	\$6,883	\$6,283	\$7,449	\$7,448
Ending Cash Balance	\$7,983	\$7,953	\$7,923	\$7,364	\$6,883	\$6,283	\$7,449	\$7,448

	<u>June</u>	<u>July</u>	<u>August</u>	<u>September</u>	<u>Total</u>
Beginning Cash Balance	\$7,448	\$7,447	\$7,446	\$7,445	\$90,127
Cash Inflow					
Conventional Iceberg Lettuce Production	\$0	\$0	\$0	\$0	\$7,757
Total Inflow	✓ \$7,448	✓ \$7,447	✓ \$7,446	✓ \$7,445	\$97,883

Cultural Costs					
Land Prep: Disk 5X					✓ \$58
Land Prep: Rip 2X					
Land Prep: Level (Triplane) 1X/2Yrs, charge 1/4 per crop					
Soil Amendment: (Compost) 1X/2 crops (1/2 cost)					
Land Prep: Chisel 2X					
Land Prep: List Beds (GPS). Fertilize: (8-8-8)					
Land Prep: Lilliston (rolling cultivator) 2X					
Land Prep: Shape beds					
Plant. (Iceberg seed). Weed: (Kerb, Prefar). Insect (Mustang). Anticrustant (Spray Aide)					
Irrigate: Layout and/or Pickup Sprinkler Pipe					
Irrigate: Sprinkle 3X (includes 1X prethin)					
Weed: Cultivate					
Plant: Thin Lettuce					
Irrigate: Sprinkle					
Weed: Cultivate and Run Bottoms					
Fertilize: Sidedress (UN32)					
Disease: Mildew (Manex), Sclerotinia (Endura). Insects: Aphid (Acephate)					
Weed: Hand Hoe					
Disease: Mildew (Manex). Insects: Aphid (Acephate, MSR), Worms (Radiant)					
Disease: Mildew (Manex, Previcur) Insects: Aphid (Movento, MSR), Worms (Radiant)					
Disease: Mildew (Phosphite). Insects: Aphid (Provado), Worms (Radiant)					
Pest: Pest Management Consultant					✓ \$28
Pickup use					✓ \$49
Total Cultural Costs	✓ \$0	✓ \$0	✓ \$0	✓ \$0	\$2,230

Harvest Costs					
Cut, Wrap, Pack, Haul					✓ \$4,200
Cool, Palletize, Sell					✓ \$1,256
Total Harvest Costs	✓ \$0	✓ \$0	✓ \$0	✓ \$0	\$5,456

Total Operating Costs Per Acre	\$0	\$0	\$0	\$0	
---------------------------------------	-----	-----	-----	-----	--

Overhead Costs					
Liability Insurance					✓ \$1
Office Expense					✓ \$126
Field Sanitation (Toilets)					✓ \$28
Land Rent					✓ \$900
Food Safety Certification					✓ \$50
Property Taxes					✓ \$7
Property Insurance					✓ \$6
Investment Repairs	\$1	\$1	\$1	\$1	\$12
Total Overhead Costs	✓ \$1	✓ \$1	✓ \$1	✓ \$1	\$1,130

Total Costs	\$1	\$1	\$1	\$1	\$8,816
--------------------	-----	-----	-----	-----	---------

Cash Surplus/Deficit	\$7,447	\$7,446	\$7,445	\$7,444	\$89,067
-----------------------------	---------	---------	---------	---------	----------

Cash Transactions					
Beginning Cash Balance	\$7,448	\$7,447	\$7,446	\$7,445	\$90,127
Cash Surplus/Deficit	\$7,447	\$7,446	\$7,445	\$7,444	\$89,067
Ending Cash Balance	\$7,447	\$7,446	\$7,445	\$7,444	\$89,067

	<u>October</u>	<u>November</u>	<u>December</u>	<u>January</u>	<u>February</u>	<u>March</u>	<u>April</u>	<u>May</u>
Beginning Cash Balance	\$7,444	\$6,923	\$6,893	\$6,863	\$6,304	\$5,823	\$5,223	\$6,682
Cash Inflow								
Conventional Iceberg Lettuce Production	\$0	\$0	\$0	\$0	\$0	\$0	\$8,049	\$0
Total Inflow	\$7,444	\$6,923	\$6,893	\$6,863	\$6,304	\$5,823	\$13,272	\$6,682

Cultural Costs								
Land Prep: Disk 5X	\$58							
Land Prep: Rip 2X	\$99							
Land Prep: Level (Triplane) 1X/2Yrs, charge 1/4 per crop	\$5							
Soil Amendment: (Compost) 1X/2 crops (1/2 cost)	\$64							
Land Prep: Chisel 2X	\$27							
Land Prep: List Beds (GPS). Fertilize: (8-8-8)	\$238							
Land Prep: Lilliston (rolling cultivator) 2X				\$21				
Land Prep: Shape beds				\$16				
Plant: (Iceberg seed). Weed: (Kerb, Prefar). Insect (Mustang). Anticrustant (Spray Aide)				\$415				
Irrigate: Layout and/or Pickup Sprinkler Pipe				\$30	\$90	\$60	\$60	
Irrigate: Sprinkle 3X (includes 1X prethin)				\$26	\$13			
Weed: Cultivate					\$6			
Plant: Thin Lettuce					\$91			
Irrigate: Sprinkle					\$13	\$62	\$31	
Weed: Cultivate and Run Bottoms					\$4			
Fertilize: Sidedress (UN32)					\$56	\$56		
Disease: Mildew (Manex), Sclerotinia (Endura). Insects: Aphid (Acephate)					\$121			
Weed: Hand Hoe						\$68		
Disease: Mildew (Manex). Insects: Aphid (Acephate, MSR), Worms (Radiant)						\$138		
Disease: Mildew (Manex, Previcur) Insects: Aphid (Movento, MSR), Worms (Radiant)						\$179		
Disease: Mildew (Phosphite). Insects: Aphid (Provado), Worms (Radiant)							\$106	
Pest: Pest Management Consultant	\$4	\$4	\$4	\$4	\$4	\$4	\$4	
Pickup use	\$7	\$7	\$7	\$7	\$7	\$7	\$7	
Total Cultural Costs	\$502	\$11	\$11	\$519	\$405	\$574	\$208	\$0

Harvest Costs								
Cut, Wrap, Pack, Haul							\$4,200	
Cool, Palletize, Sell							\$1,256	
Total Harvest Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$5,456	\$0

Total Operating Costs Per Acre	\$502	\$11	\$11	\$519	\$405	\$574	\$5,664	\$0
---------------------------------------	-------	------	------	-------	-------	-------	---------	-----

Overhead Costs								
Liability Insurance				\$1				
Office Expense	\$18	\$18	\$18	\$18	\$18	\$18	\$18	
Field Sanitation (Toilets)				\$7	\$7	\$7	\$7	
Land Rent							\$900	
Food Safety Certification					\$50			
Property Taxes				\$7				
Property Insurance				\$6				
Investment Repairs	\$1	\$1	\$1	\$1	\$1	\$1	\$1	\$1
Total Overhead Costs	\$19	\$19	\$19	\$40	\$76	\$26	\$926	\$1

Total Costs	\$521	\$30	\$30	\$559	\$481	\$600	\$6,590	\$1
--------------------	-------	------	------	-------	-------	-------	---------	-----

Cash Surplus/Deficit	\$6,923	\$6,893	\$6,863	\$6,304	\$5,823	\$5,223	\$6,682	\$6,681
-----------------------------	---------	---------	---------	---------	---------	---------	---------	---------

Cash Transactions								
Beginning Cash Balance	\$7,444	\$6,923	\$6,893	\$6,863	\$6,304	\$5,823	\$5,223	\$6,682
Cash Surplus/Deficit	\$6,923	\$6,893	\$6,863	\$6,304	\$5,823	\$5,223	\$6,682	\$6,681
Ending Cash Balance	\$6,923	\$6,893	\$6,863	\$6,304	\$5,823	\$5,223	\$6,682	\$6,681

	<u>June</u>	<u>July</u>	<u>August</u>	<u>September</u>	<u>Total</u>
Beginning Cash Balance	\$6,681	\$6,680	\$6,679	\$6,678	\$78,875
Cash Inflow					
Conventional Iceberg Lettuce Production	\$0	\$0	\$0	\$0	\$8,049
Total Inflow	✓ \$6,681	✓ \$6,680	✓ \$6,679	✓ \$6,678	\$86,924
Cultural Costs					
Land Prep: Disk 5X				✓	\$58
Land Prep: Rip 2X					
Land Prep: Level (Triplane) 1X/2Yrs, charge 1/4 per crop					
Soil Amendment: (Compost) 1X/2 crops (1/2 cost)					
Land Prep: Chisel 2X					
Land Prep: List Beds (GPS). Fertilize: (8-8-8)					
Land Prep: Lilliston (rolling cultivator) 2X					
Land Prep: Shape beds					
Plant. (Iceberg seed). Weed: (Kerb, Prefar). Insect (Mustang). Anticrustant (Spray Aide)					
Irrigate: Layout and/or Pickup Sprinkler Pipe					
Irrigate: Sprinkle 3X (includes 1X prethin)					
Weed: Cultivate					
Plant: Thin Lettuce					
Irrigate: Sprinkle					
Weed: Cultivate and Run Bottoms					
Fertilize: Sidedress (UN32)					
Disease: Mildew (Manex), Sclerotinia (Endura). Insects: Aphid (Acephate)					
Weed: Hand Hoe					
Disease: Mildew (Manex). Insects: Aphid (Acephate, MSR), Worms (Radiant)					
Disease: Mildew (Manex, Previcur) Insects: Aphid (Movento, MSR), Worms (Radiant)					
Disease: Mildew (Phosphite). Insects: Aphid (Provado), Worms (Radiant)					
Pest: Pest Management Consultant				✓	\$28
Pickup use				✓	\$49
Total Cultural Costs	✓ \$0	✓ \$0	✓ \$0	✓ \$0	\$2,230
Harvest Costs					
Cut, Wrap, Pack, Haul				✓	\$4,200
Cool, Palletize, Sell				✓	\$1,256
Total Harvest Costs	✓ \$0	✓ \$0	✓ \$0	✓ \$0	\$5,456
Total Operating Costs Per Acre	\$0	\$0	\$0	\$0	
Overhead Costs					
Liability Insurance					\$1
Office Expense					\$126
Field Sanitation (Toilets)					\$28
Land Rent					\$900
Food Safety Certification					\$50
Property Taxes					\$7
Property Insurance					\$6
Investment Repairs	\$1	\$1	\$1	\$1	\$12
Total Overhead Costs	\$1	\$1	\$1	\$1	\$1,130
Total Costs	\$1	\$1	\$1	\$1	\$8,816
Cash Surplus/Deficit	\$6,680	\$6,679	\$6,678	\$6,677	\$78,108
Cash Transactions					
Beginning Cash Balance	\$6,681	\$6,680	\$6,679	\$6,678	\$78,875
Cash Surplus/Deficit	\$6,680	\$6,679	\$6,678	\$6,677	\$78,108
Ending Cash Balance	\$6,680	\$6,679	\$6,678	\$6,677	\$78,108

	<u>October</u>	<u>November</u>	<u>December</u>	<u>January</u>	<u>February</u>	<u>March</u>	<u>April</u>	<u>May</u>
Beginning Cash Balance	\$6,677	\$6,156	\$6,126	\$6,096	\$5,537	\$5,056	\$4,456	\$6,272
Cash Inflow								
Conventional Iceberg Lettuce Production	\$0	\$0	\$0	\$0	\$0	\$0	\$8,406	\$0
Total Inflow	✓ \$6,677	✓ \$6,156	✓ \$6,126	✓ \$6,096	✓ \$5,537	✓ \$5,056	✓ \$12,862	✓ \$6,272
Cultural Costs								
Land Prep: Disk 5X	\$58							
Land Prep: Rip 2X	\$99							
Land Prep: Level (Triplane) 1X/2Yrs, charge 1/4 per crop	\$5							
Soil Amendment: (Compost) 1X/2 crops (1/2 cost)	\$64							
Land Prep: Chisel 2X	\$27							
Land Prep: List Beds (GPS). Fertilize: (8-8-8)	\$238							
Land Prep: Lilliston (rolling cultivator) 2X				\$21				
Land Prep: Shape beds				\$16				
Plant. (Iceberg seed). Weed: (Kerb, Prefar). Insect (Mustang). Anticrustant (Spray Aide)				\$415				
Irrigate: Layout and/or Pickup Sprinkler Pipe				\$30	\$90	\$60	\$60	
Irrigate: Sprinkle 3X (includes 1X prethin)				\$26	\$13			
Weed: Cultivate					\$6			
Plant: Thin Lettuce					\$91			
Irrigate: Sprinkle					\$13	\$62	\$31	
Weed: Cultivate and Run Bottoms					\$4			
Fertilize: Sidedress (UN32)					\$56	\$56		
Disease: Mildew (Manex), Sclerotinia (Endura). Insects: Aphid (Acephate)					\$121			
Weed: Hand Hoe						\$68		
Disease: Mildew (Manex). Insects: Aphid (Acephate, MSR), Worms (Radiant)						\$138		
Disease: Mildew (Manex, Previcur) Insects: Aphid (Movento, MSR), Worms (Radiant)						\$179		
Disease: Mildew (Phosphite). Insects: Aphid (Provado), Worms (Radiant)							\$106	
Pest: Pest Management Consultant	\$4	\$4	\$4	\$4	\$4	\$4	\$4	
Pickup use	\$7	\$7	\$7	\$7	\$7	\$7	\$7	
Total Cultural Costs	✓ \$502	✓ \$11	✓ \$11	✓ \$519	✓ \$405	✓ \$574	✓ \$208	✓ \$0
Harvest Costs								
Cut, Wrap, Pack, Haul							\$4,200	
Cool, Palletize, Sell							\$1,256	
Total Harvest Costs	✓ \$0	✓ \$0	✓ \$0	✓ \$0	✓ \$0	✓ \$0	✓ \$5,456	✓ \$0
Total Operating Costs Per Acre	\$502	\$11	\$11	\$519	\$405	\$574	\$5,664	\$0
Overhead Costs								
Liability Insurance				\$1				
Office Expense	\$18	\$18	\$18	\$18	\$18	\$18	\$18	
Field Sanitation (Toilets)				\$7	\$7	\$7	\$7	
Land Rent							\$900	
Food Safety Certification					\$50			
Property Taxes				\$7				
Property Insurance				\$6				
Investment Repairs	\$1	\$1	\$1	\$1	\$1	\$1	\$1	\$1
Total Overhead Costs	✓ \$19	✓ \$19	✓ \$19	✓ \$40	✓ \$76	✓ \$26	✓ \$926	✓ \$1
Total Costs	\$521	\$30	\$30	\$559	\$481	\$600	\$6,590	\$1
Cash Surplus/Deficit	\$6,156	\$6,126	\$6,096	\$5,537	\$5,056	\$4,456	\$6,272	\$6,271
Cash Transactions								
Beginning Cash Balance	\$6,677	\$6,156	\$6,126	\$6,096	\$5,537	\$5,056	\$4,456	\$6,272
Cash Surplus/Deficit	\$6,156	\$6,126	\$6,096	\$5,537	\$5,056	\$4,456	\$6,272	\$6,271
Ending Cash Balance	\$6,156	\$6,126	\$6,096	\$5,537	\$5,056	\$4,456	\$6,272	\$6,271

	<u>June</u>	<u>July</u>	<u>August</u>	<u>September</u>	<u>Total</u>
Beginning Cash Balance	\$6,271	\$6,270	\$6,269	\$6,268	\$71,455
Cash Inflow					
Conventional Iceberg Lettuce Production	\$0	\$0	\$0	\$0	\$8,406
Total Inflow	✓ \$6,271	✓ \$6,270	✓ \$6,269	✓ \$6,268	\$79,862

Cultural Costs					
Land Prep: Disk 5X					✓ \$58
Land Prep: Rip 2X					
Land Prep: Level (Triplane) 1X/2Yrs, charge 1/4 per crop					
Soil Amendment: (Compost) 1X/2 crops (1/2 cost)					
Land Prep: Chisel 2X					
Land Prep: List Beds (GPS). Fertilize: (8-8-8)					
Land Prep: Lilliston (rolling cultivator) 2X					
Land Prep: Shape beds					
Plant. (Iceberg seed). Weed: (Kerb, Prefar). Insect (Mustang). Anticrustant (Spray Aide)					
Irrigate: Layout and/or Pickup Sprinkler Pipe					
Irrigate: Sprinkle 3X (includes 1X prethin)					
Weed: Cultivate					
Plant: Thin Lettuce					
Irrigate: Sprinkle					
Weed: Cultivate and Run Bottoms					
Fertilize: Sidedress (UN32)					
Disease: Mildew (Manex), Sclerotinia (Endura). Insects: Aphid (Acephate)					
Weed: Hand Hoe					
Disease: Mildew (Manex). Insects: Aphid (Acephate, MSR), Worms (Radiant)					
Disease: Mildew (Manex, Previcur) Insects: Aphid (Movento, MSR), Worms (Radiant)					
Disease: Mildew (Phosphite). Insects: Aphid (Provado), Worms (Radiant)					
Pest: Pest Management Consultant					✓ \$28
Pickup use					✓ \$49
Total Cultural Costs	✓ \$0	✓ \$0	✓ \$0	✓ \$0	\$2,230

Harvest Costs					
Cut, Wrap, Pack, Haul					✓ \$4,200
Cool, Palletize, Sell					✓ \$1,256
Total Harvest Costs	✓ \$0	✓ \$0	✓ \$0	✓ \$0	\$5,456

Total Operating Costs Per Acre	\$0	\$0	\$0	\$0	
---------------------------------------	-----	-----	-----	-----	--

Overhead Costs					
Liability Insurance					\$1
Office Expense					\$126
Field Sanitation (Toilets)					\$28
Land Rent					\$900
Food Safety Certification					\$50
Property Taxes					\$7
Property Insurance					\$6
Investment Repairs	\$1	\$1	\$1	\$1	\$12
Total Overhead Costs	\$1	\$1	\$1	\$1	\$1,130

Total Costs	\$1	\$1	\$1	\$1	\$8,816
--------------------	-----	-----	-----	-----	---------

Cash Surplus/Deficit	\$6,270	\$6,269	\$6,268	\$6,267	\$71,046
-----------------------------	---------	---------	---------	---------	----------

Cash Transactions					
Beginning Cash Balance	\$6,271	\$6,270	\$6,269	\$6,268	\$71,455
Cash Surplus/Deficit	\$6,270	\$6,269	\$6,268	\$6,267	\$71,046
Ending Cash Balance	\$6,270	\$6,269	\$6,268	\$6,267	\$71,046

	October	November	December	January	February	March	April	May
Beginning Cash Balance	\$6,267	\$5,746	\$5,716	\$5,686	\$5,127	\$4,646	\$4,046	\$5,884
Cash Inflow								
Conventional Iceberg Lettuce Production	\$0	\$0	\$0	\$0	\$0	\$0	\$8,428	\$0
Total Inflow	\$6,267	\$5,746	\$5,716	\$5,686	\$5,127	\$4,646	\$12,474	\$5,884

Cultural Costs								
Land Prep: Disk 5X	\$58							
Land Prep: Rip 2X	\$99							
Land Prep: Level (Triplane) 1X/2Yrs, charge 1/4 per crop	\$5							
Soil Amendment: (Compost) 1X/2 crops (1/2 cost)	\$64							
Land Prep: Chisel 2X	\$27							
Land Prep: List Beds (GPS). Fertilize: (8-8-8)	\$238							
Land Prep: Lilliston (rolling cultivator) 2X				\$21				
Land Prep: Shape beds				\$16				
Plant. (Iceberg seed). Weed: (Kerb, Prefar). Insect (Mustang). Anticrustant (Spray Aide)				\$415				
Irrigate: Layout and/or Pickup Sprinkler Pipe				\$30	\$90	\$60	\$60	
Irrigate: Sprinkle 3X (includes 1X prethin)				\$26	\$13			
Weed: Cultivate					\$6			
Plant: Thin Lettuce					\$91			
Irrigate: Sprinkle					\$13	\$62	\$31	
Weed: Cultivate and Run Bottoms					\$4			
Fertilize: Sidedress (UN32)					\$56	\$56		
Disease: Mildew (Manex), Sclerotinia (Endura). Insects: Aphid (Acephate)					\$121			
Weed: Hand Hoe						\$68		
Disease: Mildew (Manex). Insects: Aphid (Acephate, MSR), Worms (Radiant)						\$138		
Disease: Mildew (Manex, Previcur) Insects: Aphid (Movento, MSR), Worms (Radiant)						\$179		
Disease: Mildew (Phosphite). Insects: Aphid (Provado), Worms (Radiant)							\$106	
Pest: Pest Management Consultant	\$4	\$4	\$4	\$4	\$4	\$4	\$4	
Pickup use	\$7	\$7	\$7	\$7	\$7	\$7	\$7	
Total Cultural Costs	\$502	\$11	\$11	\$519	\$405	\$574	\$208	\$0

Harvest Costs								
Cut, Wrap, Pack, Haul							\$4,200	
Cool, Palletize, Sell							\$1,256	
Total Harvest Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$5,456	\$0

Total Operating Costs Per Acre	\$502	\$11	\$11	\$519	\$405	\$574	\$5,664	\$0
---------------------------------------	-------	------	------	-------	-------	-------	---------	-----

Overhead Costs								
Liability Insurance				\$1				
Office Expense	\$18	\$18	\$18	\$18	\$18	\$18	\$18	
Field Sanitation (Toilets)				\$7	\$7	\$7	\$7	
Land Rent							\$900	
Food Safety Certification					\$50			
Property Taxes				\$7				
Property Insurance				\$6				
Investment Repairs	\$1	\$1	\$1	\$1	\$1	\$1	\$1	\$1
Total Overhead Costs	\$19	\$19	\$19	\$40	\$76	\$26	\$926	\$1

Total Costs	\$521	\$30	\$30	\$559	\$481	\$600	\$6,590	\$1
--------------------	-------	------	------	-------	-------	-------	---------	-----

Cash Surplus/Deficit	\$5,746	\$5,716	\$5,686	\$5,127	\$4,646	\$4,046	\$5,884	\$5,883
-----------------------------	---------	---------	---------	---------	---------	---------	---------	---------

Cash Transactions								
Beginning Cash Balance	\$6,267	\$5,746	\$5,716	\$5,686	\$5,127	\$4,646	\$4,046	\$5,884
Cash Surplus/Deficit	\$5,746	\$5,716	\$5,686	\$5,127	\$4,646	\$4,046	\$5,884	\$5,883
Ending Cash Balance	\$5,746	\$5,716	\$5,686	\$5,127	\$4,646	\$4,046	\$5,884	\$5,883

	<u>June</u>	<u>July</u>	<u>August</u>	<u>September</u>	<u>Total</u>
Beginning Cash Balance	\$5,883	\$5,882	\$5,881	\$5,880	\$66,647
Cash Inflow					
Conventional Iceberg Lettuce Production	\$0	\$0	\$0	\$0	\$8,428
Total Inflow	✓ \$5,883	✓ \$5,882	✓ \$5,881	✓ \$5,880	\$75,075

Cultural Costs					
Land Prep: Disk 5X				✓	\$58
Land Prep: Rip 2X					
Land Prep: Level (Triplane) 1X/2Yrs, charge 1/4 per crop					
Soil Amendment: (Compost) 1X/2 crops (1/2 cost)					
Land Prep: Chisel 2X					
Land Prep: List Beds (GPS). Fertilize: (8-8-8)					
Land Prep: Lilliston (rolling cultivator) 2X					
Land Prep: Shape beds					
Plant. (Iceberg seed). Weed: (Kerb, Prefar). Insect (Mustang). Anticrustant (Spray Aide)					
Irrigate: Layout and/or Pickup Sprinkler Pipe					
Irrigate: Sprinkle 3X (includes 1X prethin)					
Weed: Cultivate					
Plant: Thin Lettuce					
Irrigate: Sprinkle					
Weed: Cultivate and Run Bottoms					
Fertilize: Sidedress (UN32)					
Disease: Mildew (Manex), Sclerotinia (Endura). Insects: Aphid (Acephate)					
Weed: Hand Hoe					
Disease: Mildew (Manex). Insects: Aphid (Acephate, MSR), Worms (Radiant)					
Disease: Mildew (Manex, Previcur) Insects: Aphid (Movento, MSR), Worms (Radiant)					
Disease: Mildew (Phosphite). Insects: Aphid (Provado), Worms (Radiant)					
Pest: Pest Management Consultant				✓	\$28
Pickup use				✓	\$49
Total Cultural Costs	✓ \$0	✓ \$0	✓ \$0	✓ \$0	\$2,230

Harvest Costs					
Cut, Wrap, Pack, Haul				✓	\$4,200
Cool, Palletize, Sell				✓	\$1,256
Total Harvest Costs	✓ \$0	✓ \$0	✓ \$0	✓ \$0	\$5,456

Total Operating Costs Per Acre	\$0	\$0	\$0	\$0	
---------------------------------------	-----	-----	-----	-----	--

Overhead Costs					
Liability Insurance				✓	\$1
Office Expense				✓	\$126
Field Sanitation (Toilets)				✓	\$28
Land Rent				✓	\$900
Food Safety Certification				✓	\$50
Property Taxes				✓	\$7
Property Insurance				✓	\$6
Investment Repairs	\$1	\$1	\$1	\$1	\$12
Total Overhead Costs	✓ \$1	✓ \$1	✓ \$1	✓ \$1	\$1,130

Total Costs	\$1	\$1	\$1	\$1	\$8,816
--------------------	-----	-----	-----	-----	---------

Cash Surplus/Deficit	\$5,882	\$5,881	\$5,880	\$5,879	\$66,259
-----------------------------	---------	---------	---------	---------	----------

Cash Transactions					
Beginning Cash Balance	\$5,883	\$5,882	\$5,881	\$5,880	\$66,647
Cash Surplus/Deficit	\$5,882	\$5,881	\$5,880	\$5,879	\$66,259
Ending Cash Balance	\$5,882	\$5,881	\$5,880	\$5,879	\$66,259

	<u>October</u>	<u>November</u>	<u>December</u>	<u>January</u>	<u>February</u>	<u>March</u>	<u>April</u>	<u>May</u>
Beginning Cash Balance	\$5,879	\$5,358	\$5,328	\$5,298	\$4,739	\$4,258	\$3,658	\$5,378
Cash Inflow								
Conventional Iceberg Lettuce Production	\$0	\$0	\$0	\$0	\$0	\$0	\$8,310	\$0
Total Inflow	✓ \$5,879	✓ \$5,358	✓ \$5,328	✓ \$5,298	✓ \$4,739	✓ \$4,258	✓ \$11,968	✓ \$5,378
Cultural Costs								
Land Prep: Disk 5X	\$58							
Land Prep: Rip 2X	\$99							
Land Prep: Level (Triplane) 1X/2Yrs, charge 1/4 per crop	\$5							
Soil Amendment: (Compost) 1X/2 crops (1/2 cost)	\$64							
Land Prep: Chisel 2X	\$27							
Land Prep: List Beds (GPS). Fertilize: (8-8-8)	\$238							
Land Prep: Lilliston (rolling cultivator) 2X				\$21				
Land Prep: Shape beds				\$16				
Plant. (Iceberg seed). Weed: (Kerb, Prefar). Insect (Mustang). Anticrustant (Spray Aide)				\$415				
Irrigate: Layout and/or Pickup Sprinkler Pipe				\$30	\$90	\$60	\$60	
Irrigate: Sprinkle 3X (includes 1X prethin)				\$26	\$13			
Weed: Cultivate					\$6			
Plant: Thin Lettuce					\$91			
Irrigate: Sprinkle					\$13	\$62	\$31	
Weed: Cultivate and Run Bottoms					\$4			
Fertilize: Sidedress (UN32)					\$56	\$56		
Disease: Mildew (Manex), Sclerotinia (Endura). Insects: Aphid (Acephate)					\$121			
Weed: Hand Hoe						\$68		
Disease: Mildew (Manex). Insects: Aphid (Acephate, MSR), Worms (Radiant)						\$138		
Disease: Mildew (Manex, Previcur) Insects: Aphid (Movento, MSR), Worms (Radiant)						\$179		
Disease: Mildew (Phosphite). Insects: Aphid (Provado), Worms (Radiant)							\$106	
Pest: Pest Management Consultant	\$4	\$4	\$4	\$4	\$4	\$4	\$4	
Pickup use	\$7	\$7	\$7	\$7	\$7	\$7	\$7	
Total Cultural Costs	✓ \$502	✓ \$11	✓ \$11	✓ \$519	✓ \$405	✓ \$574	✓ \$208	✓ \$0
Harvest Costs								
Cut, Wrap, Pack, Haul							\$4,200	
Cool, Palletize, Sell							\$1,256	
Total Harvest Costs	✓ \$0	✓ \$0	✓ \$0	✓ \$0	✓ \$0	✓ \$0	✓ \$5,456	✓ \$0
Total Operating Costs Per Acre	\$502	\$11	\$11	\$519	\$405	\$574	\$5,664	\$0
Overhead Costs								
Liability Insurance				\$1				
Office Expense	\$18	\$18	\$18	\$18	\$18	\$18	\$18	
Field Sanitation (Toilets)				\$7	\$7	\$7	\$7	
Land Rent							\$900	
Food Safety Certification					\$50			
Property Taxes				\$7				
Property Insurance				\$6				
Investment Repairs	\$1	\$1	\$1	\$1	\$1	\$1	\$1	\$1
Total Overhead Costs	\$19	\$19	\$19	\$40	\$76	\$26	\$926	\$1
Total Costs	\$521	\$30	\$30	\$559	\$481	\$600	\$6,590	\$1
Cash Surplus/Deficit	\$5,358	\$5,328	\$5,298	\$4,739	\$4,258	\$3,658	\$5,378	\$5,377
Cash Transactions								
Beginning Cash Balance	\$5,879	\$5,358	\$5,328	\$5,298	\$4,739	\$4,258	\$3,658	\$5,378
Cash Surplus/Deficit	\$5,358	\$5,328	\$5,298	\$4,739	\$4,258	\$3,658	\$5,378	\$5,377
Ending Cash Balance	\$5,358	\$5,328	\$5,298	\$4,739	\$4,258	\$3,658	\$5,378	\$5,377

	<u>June</u>	<u>July</u>	<u>August</u>	<u>September</u>	<u>Total</u>
Beginning Cash Balance	\$5,377	\$5,376	\$5,375	\$5,374	\$61,401
Cash Inflow					
Conventional Iceberg Lettuce Production	\$0	\$0	\$0	\$0	\$8,310
Total Inflow	✓ \$5,377	✓ \$5,376	✓ \$5,375	✓ \$5,374	\$69,710
Cultural Costs					
Land Prep: Disk 5X					✓ \$58
Land Prep: Rip 2X					
Land Prep: Level (Triplane) 1X/2Yrs, charge 1/4 per crop					
Soil Amendment: (Compost) 1X/2 crops (1/2 cost)					
Land Prep: Chisel 2X					
Land Prep: List Beds (GPS). Fertilize: (8-8-8)					
Land Prep: Lilliston (rolling cultivator) 2X					
Land Prep: Shape beds					
Plant. (Iceberg seed). Weed: (Kerb, Prefar). Insect (Mustang). Anticrustant (Spray Aide)					
Irrigate: Layout and/or Pickup Sprinkler Pipe					
Irrigate: Sprinkle 3X (includes 1X prethin)					
Weed: Cultivate					
Plant: Thin Lettuce					
Irrigate: Sprinkle					
Weed: Cultivate and Run Bottoms					
Fertilize: Sidedress (UN32)					
Disease: Mildew (Manex), Sclerotinia (Endura). Insects: Aphid (Acephate)					
Weed: Hand Hoe					
Disease: Mildew (Manex). Insects: Aphid (Acephate, MSR), Worms (Radiant)					
Disease: Mildew (Manex, Previcur) Insects: Aphid (Movento, MSR), Worms (Radiant)					
Disease: Mildew (Phosphite). Insects: Aphid (Provado), Worms (Radiant)					
Pest: Pest Management Consultant					✓ \$28
Pickup use					✓ \$49
Total Cultural Costs	✓ \$0	✓ \$0	✓ \$0	✓ \$0	\$2,230
Harvest Costs					
Cut, Wrap, Pack, Haul					✓ \$4,200
Cool, Palletize, Sell					✓ \$1,256
Total Harvest Costs	✓ \$0	✓ \$0	✓ \$0	✓ \$0	\$5,456
Total Operating Costs Per Acre	\$0	\$0	\$0	\$0	
Overhead Costs					
Liability Insurance					✓ \$1
Office Expense					✓ \$126
Field Sanitation (Toilets)					✓ \$28
Land Rent					✓ \$900
Food Safety Certification					✓ \$50
Property Taxes					✓ \$7
Property Insurance					✓ \$6
Investment Repairs	\$1	\$1	\$1	\$1	\$12
Total Overhead Costs	✓ \$1	✓ \$1	✓ \$1	✓ \$1	\$1,130
Total Costs	\$1	\$1	\$1	\$1	\$8,816
Cash Surplus/Deficit	\$5,376	\$5,375	\$5,374	\$5,373	\$60,894
Cash Transactions					
Beginning Cash Balance	\$5,377	\$5,376	\$5,375	\$5,374	\$61,401
Cash Surplus/Deficit	\$5,376	\$5,375	\$5,374	\$5,373	\$60,894
Ending Cash Balance	\$5,376	\$5,375	\$5,374	\$5,373	\$60,894

	October	November	December	January	February	March	April	May
Beginning Cash Balance	\$5,373	\$4,852	\$4,822	\$4,792	\$4,233	\$3,752	\$3,152	\$4,975
Cash Inflow								
Conventional Iceberg Lettuce Production	\$0	\$0	\$0	\$0	\$0	\$0	\$8,413	\$0
Total Inflow	\$5,373	\$4,852	\$4,822	\$4,792	\$4,233	\$3,752	\$11,565	\$4,975
Cultural Costs								
Land Prep: Disk 5X	\$58							
Land Prep: Rip 2X	\$99							
Land Prep: Level (Triplane) 1X/2Yrs, charge 1/4 per crop	\$5							
Soil Amendment: (Compost) 1X/2 crops (1/2 cost)	\$64							
Land Prep: Chisel 2X	\$27							
Land Prep: List Beds (GPS). Fertilize: (8-8-8)	\$238							
Land Prep: Lilliston (rolling cultivator) 2X				\$21				
Land Prep: Shape beds				\$16				
Plant: (Iceberg seed). Weed: (Kerb, Prefar). Insect (Mustang). Anticrustant (Spray Aide)				\$415				
Irrigate: Layout and/or Pickup Sprinkler Pipe				\$30	\$90	\$60	\$60	
Irrigate: Sprinkle 3X (includes 1X prethin)				\$26	\$13			
Weed: Cultivate					\$6			
Plant: Thin Lettuce					\$91			
Irrigate: Sprinkle					\$13	\$62	\$31	
Weed: Cultivate and Run Bottoms					\$4			
Fertilize: Sidedress (UN32)					\$56	\$56		
Disease: Mildew (Manex), Sclerotinia (Endura). Insects: Aphid (Acephate)					\$121			
Weed: Hand Hoe						\$68		
Disease: Mildew (Manex). Insects: Aphid (Acephate, MSR), Worms (Radiant)						\$138		
Disease: Mildew (Manex, Previcur) Insects: Aphid (Movento, MSR), Worms (Radiant)						\$179		
Disease: Mildew (Phosphite). Insects: Aphid (Provado), Worms (Radiant)							\$106	
Pest: Pest Management Consultant	\$4	\$4	\$4	\$4	\$4	\$4	\$4	
Pickup use	\$7	\$7	\$7	\$7	\$7	\$7	\$7	
Total Cultural Costs	\$502	\$11	\$11	\$519	\$405	\$574	\$208	\$0
Harvest Costs								
Cut, Wrap, Pack, Haul							\$4,200	
Cool, Palletize, Sell							\$1,256	
Total Harvest Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$5,456	\$0
Total Operating Costs Per Acre	\$502	\$11	\$11	\$519	\$405	\$574	\$5,664	\$0
Overhead Costs								
Liability Insurance				\$1				
Office Expense	\$18	\$18	\$18	\$18	\$18	\$18	\$18	
Field Sanitation (Toilets)				\$7	\$7	\$7	\$7	
Land Rent							\$900	
Food Safety Certification					\$50			
Property Taxes				\$7				
Property Insurance				\$6				
Investment Repairs	\$1	\$1	\$1	\$1	\$1	\$1	\$1	\$1
Total Overhead Costs	\$19	\$19	\$19	\$40	\$76	\$26	\$926	\$1
Total Costs	\$521	\$30	\$30	\$559	\$481	\$600	\$6,590	\$1
Cash Surplus/Deficit	\$4,852	\$4,822	\$4,792	\$4,233	\$3,752	\$3,152	\$4,975	\$4,974
Cash Transactions								
Beginning Cash Balance	\$5,373	\$4,852	\$4,822	\$4,792	\$4,233	\$3,752	\$3,152	\$4,975
Cash Surplus/Deficit	\$4,852	\$4,822	\$4,792	\$4,233	\$3,752	\$3,152	\$4,975	\$4,974
Ending Cash Balance	\$4,852	\$4,822	\$4,792	\$4,233	\$3,752	\$3,152	\$4,975	\$4,974

	<u>June</u>	<u>July</u>	<u>August</u>	<u>September</u>	<u>Total</u>
Beginning Cash Balance	\$4,974	\$4,973	\$4,972	\$4,971	\$55,842
Cash Inflow					
Conventional Iceberg Lettuce Production	\$0	\$0	\$0	\$0	\$8,413
Total Inflow	\$4,974	\$4,973	\$4,972	\$4,971	\$64,255

Cultural Costs					
Land Prep: Disk 5X					\$58
Land Prep: Rip 2X					
Land Prep: Level (Triplane) 1X/2Yrs, charge 1/4 per crop					
Soil Amendment: (Compost) 1X/2 crops (1/2 cost)					
Land Prep: Chisel 2X					
Land Prep: List Beds (GPS). Fertilize: (8-8-8)					
Land Prep: Lilliston (rolling cultivator) 2X					
Land Prep: Shape beds					
Plant. (Iceberg seed). Weed: (Kerb, Prefar). Insect (Mustang). Anticrustant (Spray Aide)					
Irrigate: Layout and/or Pickup Sprinkler Pipe					
Irrigate: Sprinkle 3X (includes 1X prethin)					
Weed: Cultivate					
Plant: Thin Lettuce					
Irrigate: Sprinkle					
Weed: Cultivate and Run Bottoms					
Fertilize: Sidedress (UN32)					
Disease: Mildew (Manex), Sclerotinia (Endura). Insects: Aphid (Acephate)					
Weed: Hand Hoe					
Disease: Mildew (Manex). Insects: Aphid (Acephate, MSR), Worms (Radiant)					
Disease: Mildew (Manex, Previcur) Insects: Aphid (Movento, MSR), Worms (Radiant)					
Disease: Mildew (Phosphite). Insects: Aphid (Provado), Worms (Radiant)					
Pest: Pest Management Consultant					\$28
Pickup use					\$49
Total Cultural Costs	\$0	\$0	\$0	\$0	\$2,230

Harvest Costs					
Cut, Wrap, Pack, Haul					\$4,200
Cool, Palletize, Sell					\$1,256
Total Harvest Costs	\$0	\$0	\$0	\$0	\$5,456

Total Operating Costs Per Acre	\$0	\$0	\$0	\$0	
---------------------------------------	-----	-----	-----	-----	--

Overhead Costs					
Liability Insurance					\$1
Office Expense					\$126
Field Sanitation (Toilets)					\$28
Land Rent					\$900
Food Safety Certification					\$50
Property Taxes					\$7
Property Insurance					\$6
Investment Repairs	\$1	\$1	\$1	\$1	\$12
Total Overhead Costs	\$1	\$1	\$1	\$1	\$1,130

Total Costs	\$1	\$1	\$1	\$1	\$8,816
--------------------	-----	-----	-----	-----	---------

Cash Surplus/Deficit	\$4,973	\$4,972	\$4,971	\$4,970	\$55,439
-----------------------------	---------	---------	---------	---------	----------

Cash Transactions					
Beginning Cash Balance	\$4,974	\$4,973	\$4,972	\$4,971	\$55,842
Cash Surplus/Deficit	\$4,973	\$4,972	\$4,971	\$4,970	\$55,439
Ending Cash Balance	\$4,973	\$4,972	\$4,971	\$4,970	\$55,439

	October	November	December	January	February	March	April	May
Beginning Cash Balance	\$4,970	\$4,449	\$4,419	\$4,389	\$3,830	\$3,349	\$2,749	\$4,658
Cash Inflow								
Conventional Iceberg Lettuce Production	\$0	\$0	\$0	\$0	\$0	\$0	\$8,499	\$0
Total Inflow	✓ \$4,970	✓ \$4,449	✓ \$4,419	✓ \$4,389	✓ \$3,830	✓ \$3,349	✓ \$11,248	✓ \$4,658
Cultural Costs								
Land Prep: Disk 5X	\$58							
Land Prep: Rip 2X	\$99							
Land Prep: Level (Triplane) 1X/2Yrs, charge 1/4 per crop	\$5							
Soil Amendment: (Compost) 1X/2 crops (1/2 cost)	\$64							
Land Prep: Chisel 2X	\$27							
Land Prep: List Beds (GPS). Fertilize: (8-8-8)	\$238							
Land Prep: Lilliston (rolling cultivator) 2X				\$21				
Land Prep: Shape beds				\$16				
Plant. (Iceberg seed). Weed: (Kerb, Prefar). Insect (Mustang). Anticrustant (Spray Aide)				\$415				
Irrigate: Layout and/or Pickup Sprinkler Pipe				\$30	\$90	\$60	\$60	
Irrigate: Sprinkle 3X (includes 1X prethin)				\$26	\$13			
Weed: Cultivate					\$6			
Plant: Thin Lettuce					\$91			
Irrigate: Sprinkle					\$13	\$62	\$31	
Weed: Cultivate and Run Bottoms					\$4			
Fertilize: Sidedress (UN32)					\$56	\$56		
Disease: Mildew (Manex), Sclerotinia (Endura). Insects: Aphid (Acephate)					\$121			
Weed: Hand Hoe						\$68		
Disease: Mildew (Manex). Insects: Aphid (Acephate, MSR), Worms (Radiant)						\$138		
Disease: Mildew (Manex, Previcur) Insects: Aphid (Movento, MSR), Worms (Radiant)						\$179		
Disease: Mildew (Phosphite). Insects: Aphid (Provado), Worms (Radiant)							\$106	
Pest: Pest Management Consultant	\$4	\$4	\$4	\$4	\$4	\$4	\$4	
Pickup use	\$7	\$7	\$7	\$7	\$7	\$7	\$7	
Total Cultural Costs	✓ \$502	✓ \$11	✓ \$11	✓ \$519	✓ \$405	✓ \$574	✓ \$208	✓ \$0
Harvest Costs								
Cut, Wrap, Pack, Haul							\$4,200	
Cool, Palletize, Sell							\$1,256	
Total Harvest Costs	✓ \$0	✓ \$0	✓ \$0	✓ \$0	✓ \$0	✓ \$0	✓ \$5,456	✓ \$0
Total Operating Costs Per Acre	\$502	\$11	\$11	\$519	\$405	\$574	\$5,664	\$0
Overhead Costs								
Liability Insurance				\$1				
Office Expense	\$18	\$18	\$18	\$18	\$18	\$18	\$18	
Field Sanitation (Toilets)				\$7	\$7	\$7	\$7	
Land Rent							\$900	
Food Safety Certification					\$50			
Property Taxes				\$7				
Property Insurance				\$6				
Investment Repairs	\$1	\$1	\$1	\$1	\$1	\$1	\$1	\$1
Total Overhead Costs	\$19	\$19	\$19	\$40	\$76	\$26	\$926	\$1
Total Costs	\$521	\$30	\$30	\$559	\$481	\$600	\$6,590	\$1
Cash Surplus/Deficit	\$4,449	\$4,419	\$4,389	\$3,830	\$3,349	\$2,749	\$4,658	\$4,657
Cash Transactions								
Beginning Cash Balance	\$4,970	\$4,449	\$4,419	\$4,389	\$3,830	\$3,349	\$2,749	\$4,658
Cash Surplus/Deficit	\$4,449	\$4,419	\$4,389	\$3,830	\$3,349	\$2,749	\$4,658	\$4,657
Ending Cash Balance	\$4,449	\$4,419	\$4,389	\$3,830	\$3,349	\$2,749	\$4,658	\$4,657

	<u>June</u>	<u>July</u>	<u>August</u>	<u>September</u>	<u>Total</u>
Beginning Cash Balance	\$4,657	\$4,656	\$4,655	\$4,654	\$51,434
Cash Inflow					
Conventional Iceberg Lettuce Production	\$0	\$0	\$0	\$0	\$8,499
Total Inflow	✓ \$4,657	✓ \$4,656	✓ \$4,655	✓ \$4,654	\$59,932

Cultural Costs					
Land Prep: Disk 5X					✓ \$58
Land Prep: Rip 2X					
Land Prep: Level (Triplane) 1X/2Yrs, charge 1/4 per crop					
Soil Amendment: (Compost) 1X/2 crops (1/2 cost)					
Land Prep: Chisel 2X					
Land Prep: List Beds (GPS). Fertilize: (8-8-8)					
Land Prep: Lilliston (rolling cultivator) 2X					
Land Prep: Shape beds					
Plant. (Iceberg seed). Weed: (Kerb, Prefar). Insect (Mustang). Anticrustant (Spray Aide)					
Irrigate: Layout and/or Pickup Sprinkler Pipe					
Irrigate: Sprinkle 3X (includes 1X prethin)					
Weed: Cultivate					
Plant: Thin Lettuce					
Irrigate: Sprinkle					
Weed: Cultivate and Run Bottoms					
Fertilize: Sidedress (UN32)					
Disease: Mildew (Manex), Sclerotinia (Endura). Insects: Aphid (Acephate)					
Weed: Hand Hoe					
Disease: Mildew (Manex). Insects: Aphid (Acephate, MSR), Worms (Radiant)					
Disease: Mildew (Manex, Previcur) Insects: Aphid (Movento, MSR), Worms (Radiant)					
Disease: Mildew (Phosphite). Insects: Aphid (Provado), Worms (Radiant)					
Pest: Pest Management Consultant					✓ \$28
Pickup use					✓ \$49
Total Cultural Costs	✓ \$0	✓ \$0	✓ \$0	✓ \$0	\$2,230

Harvest Costs					
Cut, Wrap, Pack, Haul					✓ \$4,200
Cool, Palletize, Sell					✓ \$1,256
Total Harvest Costs	✓ \$0	✓ \$0	✓ \$0	✓ \$0	\$5,456

Total Operating Costs Per Acre	\$0	\$0	\$0	\$0	
---------------------------------------	-----	-----	-----	-----	--

Overhead Costs					
Liability Insurance					✓ \$1
Office Expense					✓ \$126
Field Sanitation (Toilets)					✓ \$28
Land Rent					✓ \$900
Food Safety Certification					✓ \$50
Property Taxes					✓ \$7
Property Insurance					✓ \$6
Investment Repairs	\$1	\$1	\$1	\$1	\$12
Total Overhead Costs	✓ \$1	✓ \$1	✓ \$1	✓ \$1	\$1,130

Total Costs	\$1	\$1	\$1	\$1	\$8,816
--------------------	-----	-----	-----	-----	---------

Cash Surplus/Deficit	\$4,656	\$4,655	\$4,654	\$4,653	\$51,116
-----------------------------	---------	---------	---------	---------	----------

Cash Transactions					
Beginning Cash Balance	\$4,657	\$4,656	\$4,655	\$4,654	\$51,434
Cash Surplus/Deficit	\$4,656	\$4,655	\$4,654	\$4,653	\$51,116
Ending Cash Balance	\$4,656	\$4,655	\$4,654	\$4,653	\$51,116

	October	November	December	January	February	March	April	May
Beginning Cash Balance	\$4,653	\$4,132	\$4,102	\$4,072	\$3,513	\$3,032	\$2,432	\$4,443
Cash Inflow								
Conventional Iceberg Lettuce Production	\$0	\$0	\$0	\$0	\$0	\$0	\$8,601	\$0
Total Inflow	\$4,653	\$4,132	\$4,102	\$4,072	\$3,513	\$3,032	\$11,033	\$4,443
Cultural Costs								
Land Prep: Disk 5X	\$58							
Land Prep: Rip 2X	\$99							
Land Prep: Level (Triplane) 1X/2Yrs, charge 1/4 per crop	\$5							
Soil Amendment: (Compost) 1X/2 crops (1/2 cost)	\$64							
Land Prep: Chisel 2X	\$27							
Land Prep: List Beds (GPS). Fertilize: (8-8-8)	\$238							
Land Prep: Lilliston (rolling cultivator) 2X				\$21				
Land Prep: Shape beds				\$16				
Plant. (Iceberg seed). Weed: (Kerb, Prefar). Insect (Mustang). Anticrustant (Spray Aide)				\$415				
Irrigate: Layout and/or Pickup Sprinkler Pipe				\$30	\$90	\$60	\$60	
Irrigate: Sprinkle 3X (includes 1X prethin)				\$26	\$13			
Weed: Cultivate					\$6			
Plant: Thin Lettuce					\$91			
Irrigate: Sprinkle					\$13	\$62	\$31	
Weed: Cultivate and Run Bottoms					\$4			
Fertilize: Sidedress (UN32)					\$56	\$56		
Disease: Mildew (Manex), Sclerotinia (Endura). Insects: Aphid (Acephate)					\$121			
Weed: Hand Hoe						\$68		
Disease: Mildew (Manex). Insects: Aphid (Acephate, MSR), Worms (Radiant)						\$138		
Disease: Mildew (Manex, Previcur) Insects: Aphid (Movento, MSR), Worms (Radiant)						\$179		
Disease: Mildew (Phosphite). Insects: Aphid (Provado), Worms (Radiant)							\$106	
Pest: Pest Management Consultant	\$4	\$4	\$4	\$4	\$4	\$4	\$4	
Pickup use	\$7	\$7	\$7	\$7	\$7	\$7	\$7	
Total Cultural Costs	\$502	\$11	\$11	\$519	\$405	\$574	\$208	\$0
Harvest Costs								
Cut, Wrap, Pack, Haul							\$4,200	
Cool, Palletize, Sell							\$1,256	
Total Harvest Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$5,456	\$0
Total Operating Costs Per Acre	\$502	\$11	\$11	\$519	\$405	\$574	\$5,664	\$0
Overhead Costs								
Liability Insurance				\$1				
Office Expense	\$18	\$18	\$18	\$18	\$18	\$18	\$18	
Field Sanitation (Toilets)				\$7	\$7	\$7	\$7	
Land Rent							\$900	
Food Safety Certification					\$50			
Property Taxes				\$7				
Property Insurance				\$6				
Investment Repairs	\$1	\$1	\$1	\$1	\$1	\$1	\$1	\$1
Total Overhead Costs	\$19	\$19	\$19	\$40	\$76	\$26	\$926	\$1
Total Costs	\$521	\$30	\$30	\$559	\$481	\$600	\$6,590	\$1
Cash Surplus/Deficit	\$4,132	\$4,102	\$4,072	\$3,513	\$3,032	\$2,432	\$4,443	\$4,442
Cash Transactions								
Beginning Cash Balance	\$4,653	\$4,132	\$4,102	\$4,072	\$3,513	\$3,032	\$2,432	\$4,443
Cash Surplus/Deficit	\$4,132	\$4,102	\$4,072	\$3,513	\$3,032	\$2,432	\$4,443	\$4,442
Ending Cash Balance	\$4,132	\$4,102	\$4,072	\$3,513	\$3,032	\$2,432	\$4,443	\$4,442

	<u>June</u>	<u>July</u>	<u>August</u>	<u>September</u>	<u>Total</u>
Beginning Cash Balance	\$4,442	\$4,441	\$4,440	\$4,439	\$48,139
Cash Inflow					
Conventional Iceberg Lettuce Production	\$0	\$0	\$0	\$0	\$8,601
Total Inflow	✓ \$4,442	✓ \$4,441	✓ \$4,440	✓ \$4,439	\$56,740

Cultural Costs					
Land Prep: Disk 5X				✓	\$58
Land Prep: Rip 2X					
Land Prep: Level (Triplane) 1X/2Yrs, charge 1/4 per crop					
Soil Amendment: (Compost) 1X/2 crops (1/2 cost)					
Land Prep: Chisel 2X					
Land Prep: List Beds (GPS). Fertilize: (8-8-8)					
Land Prep: Lilliston (rolling cultivator) 2X					
Land Prep: Shape beds					
Plant. (Iceberg seed). Weed: (Kerb, Prefar). Insect (Mustang). Anticrustant (Spray Aide)					
Irrigate: Layout and/or Pickup Sprinkler Pipe					
Irrigate: Sprinkle 3X (includes 1X prethin)					
Weed: Cultivate					
Plant: Thin Lettuce					
Irrigate: Sprinkle					
Weed: Cultivate and Run Bottoms					
Fertilize: Sidedress (UN32)					
Disease: Mildew (Manex), Sclerotinia (Endura). Insects: Aphid (Acephate)					
Weed: Hand Hoe					
Disease: Mildew (Manex). Insects: Aphid (Acephate, MSR), Worms (Radiant)					
Disease: Mildew (Manex, Previcur) Insects: Aphid (Movento, MSR), Worms (Radiant)					
Disease: Mildew (Phosphite). Insects: Aphid (Provado), Worms (Radiant)					
Pest: Pest Management Consultant				✓	\$28
Pickup use				✓	\$49
Total Cultural Costs	✓ \$0	✓ \$0	✓ \$0	✓ \$0	\$2,230

Harvest Costs					
Cut, Wrap, Pack, Haul				✓	\$4,200
Cool, Palletize, Sell				✓	\$1,256
Total Harvest Costs	✓ \$0	✓ \$0	✓ \$0	✓ \$0	\$5,456

Total Operating Costs Per Acre	\$0	\$0	\$0	\$0	
---------------------------------------	-----	-----	-----	-----	--

Overhead Costs					
Liability Insurance				✓	\$1
Office Expense				✓	\$126
Field Sanitation (Toilets)				✓	\$28
Land Rent				✓	\$900
Food Safety Certification				✓	\$50
Property Taxes				✓	\$7
Property Insurance				✓	\$6
Investment Repairs	\$1	\$1	\$1	\$1	\$12
Total Overhead Costs	✓ \$1	✓ \$1	✓ \$1	✓ \$1	\$1,130

Total Costs	\$1	\$1	\$1	\$1	\$8,816
--------------------	-----	-----	-----	-----	---------

Cash Surplus/Deficit	\$4,441	\$4,440	\$4,439	\$4,438	\$47,924
-----------------------------	---------	---------	---------	---------	----------

Cash Transactions					
Beginning Cash Balance	\$4,442	\$4,441	\$4,440	\$4,439	\$48,139
Cash Surplus/Deficit	\$4,441	\$4,440	\$4,439	\$4,438	\$47,924
Ending Cash Balance	\$4,441	\$4,440	\$4,439	\$4,438	\$47,924