



An Introduction to The Dynamic Strategic Planning Process

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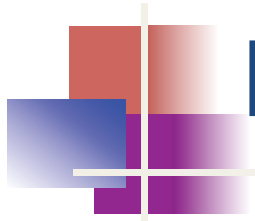


- In preparing for battle I have always found that plans are useless, but planning is indispensable.
 - Dwight David Eisenhower
- Let our advance worrying become advance thinking and planning.
 - Sir Winston Churchill



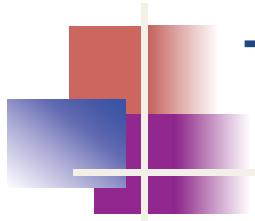
Planning Goes Against Our Nature

- We are Generally Bad at Planning
 - Organizations are Worse
- Short-Term Thinking and Economic Behavior
 - Plan for Long-Term
 - Extrapolating Short-Term; Dangerous Practice
- We are Risk Averse
 - Prefer Reward to Loss
 - Planning Forces Us to Anticipate Risk of Failure
- Strategy is Counterintuitive
 - Plans are Useless; Planning is Essential



Planning Costs

- Planning is Expensive
 - The Real Value is in the Process
 - Quick Obsolescence
 - Why Bother?
- Not Planning is More Expensive
 - Opportunity Costs Hard to Measure
 - Still Very Real
 - Near Certainty of Not Maximizing Profit
 - Increased Probability of Failure



The Business Planning Process

- We need a systematic method to organize information and data into a formal plan
- Planning improves our understanding of business on all levels
- Success generally measured in terms of profitability.



The Business Planning Process

- Plan serves important purposes:
 - attract additional financing (equity and debt)
 - need to make compelling business case in manner that will be understood by others
 - needs to be user-friendly
 - a common format and methodology are expected
 - some require a particular format (ie, USDA, financial institutions)



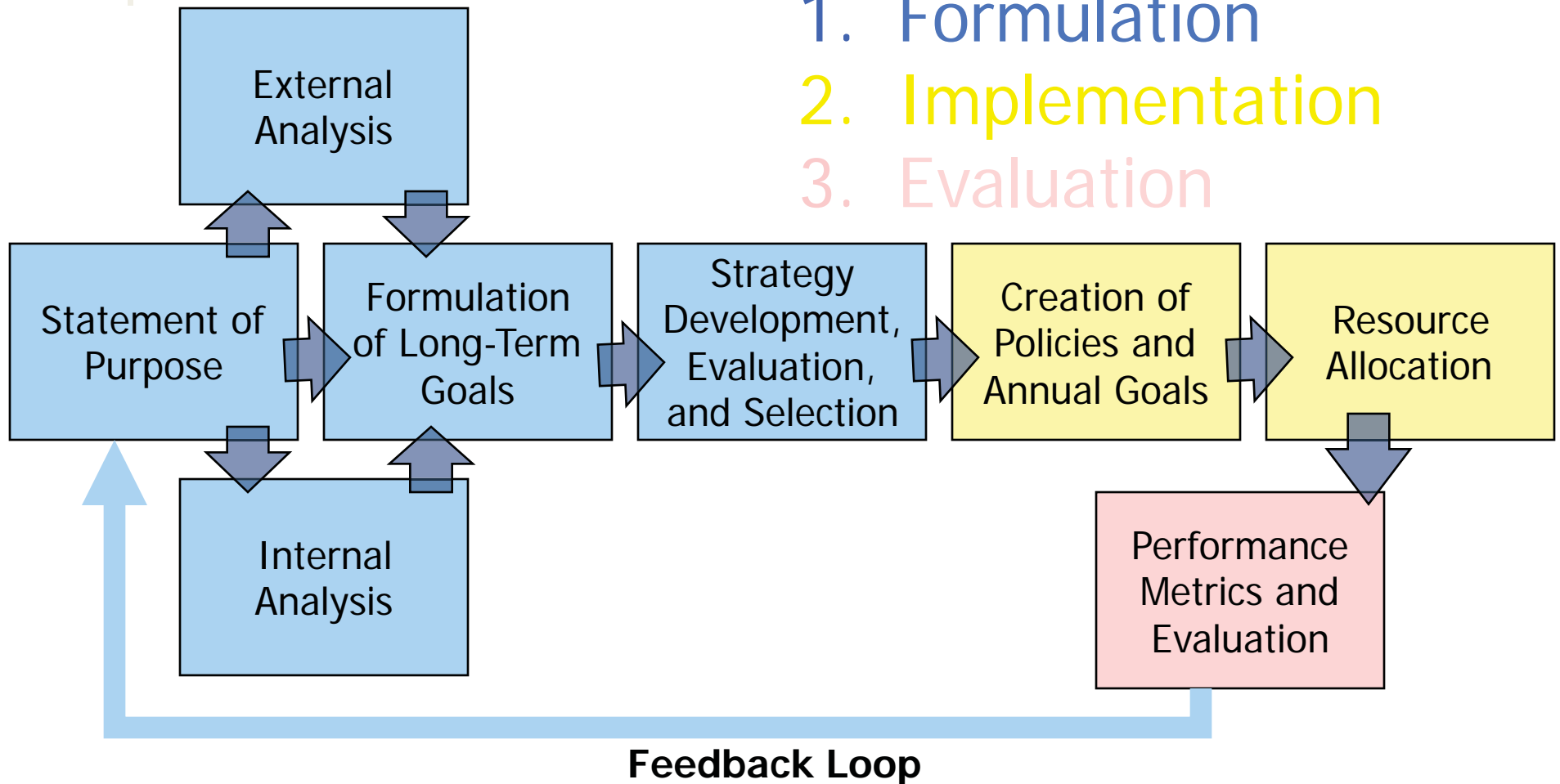
Business Planning is a Dynamic Process

- Information, data, and material used to prepare the plan are constantly changing.
- Plan and process must be continually improved and reinvigorated.
- Internal and external needs change.
- A feedback loop must exist to keep the plan modified and up-to-date.
- Plans are useless; planning, essential.



The Business Planning Process

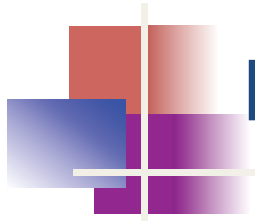
1. Formulation
2. Implementation
3. Evaluation





Three Stages: Formulate, Implement, Evaluate

- Formulate
 - Develop Statement of Purpose
 - External and Internal Analyses
 - Develop, Evaluate, and Select Strategies
- Implement
 - Create Policies and Goals
 - Allocate Resources
- Evaluate
 - Performance Metrics
 - Feedback Information into Ongoing Strategic Process
 - Planners Never Rest



Formulation: Statement of Purpose

- The Statement of Purpose
 - Starting Point for Strategic Management
 - Who We Are, What We Do, How We Do It, Why We Do It
 - Communicates Value Proposition to the Market; Company's Reason for Being
 - Provides Direction for the Planning Process
 - Motivating the Business



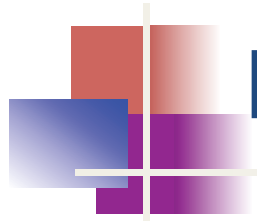
Formulation: Internal & External Analyses (SWOT Analysis)

- Internal: Strengths and Weaknesses
- Internal Forces Affecting the Business
 - Management
 - Marketing
 - Finance
 - Operations
 - Innovation
 - Technology



Formulation: Internal & External Analyses (SWOT Analysis)

- External: Opportunities and Threats
- External Forces Affecting the Business
 - Competition and Markets
 - Economics, Society, Demographics
 - Environment, Politics, Regulations
 - Technology



Formulation: Internal Factor Analysis

- Identify Strengths and Weaknesses
- Prioritize Each Factor
- Assess Your Business by Each
- Create a Strategic Score



Formulation: Internal Factor Analysis

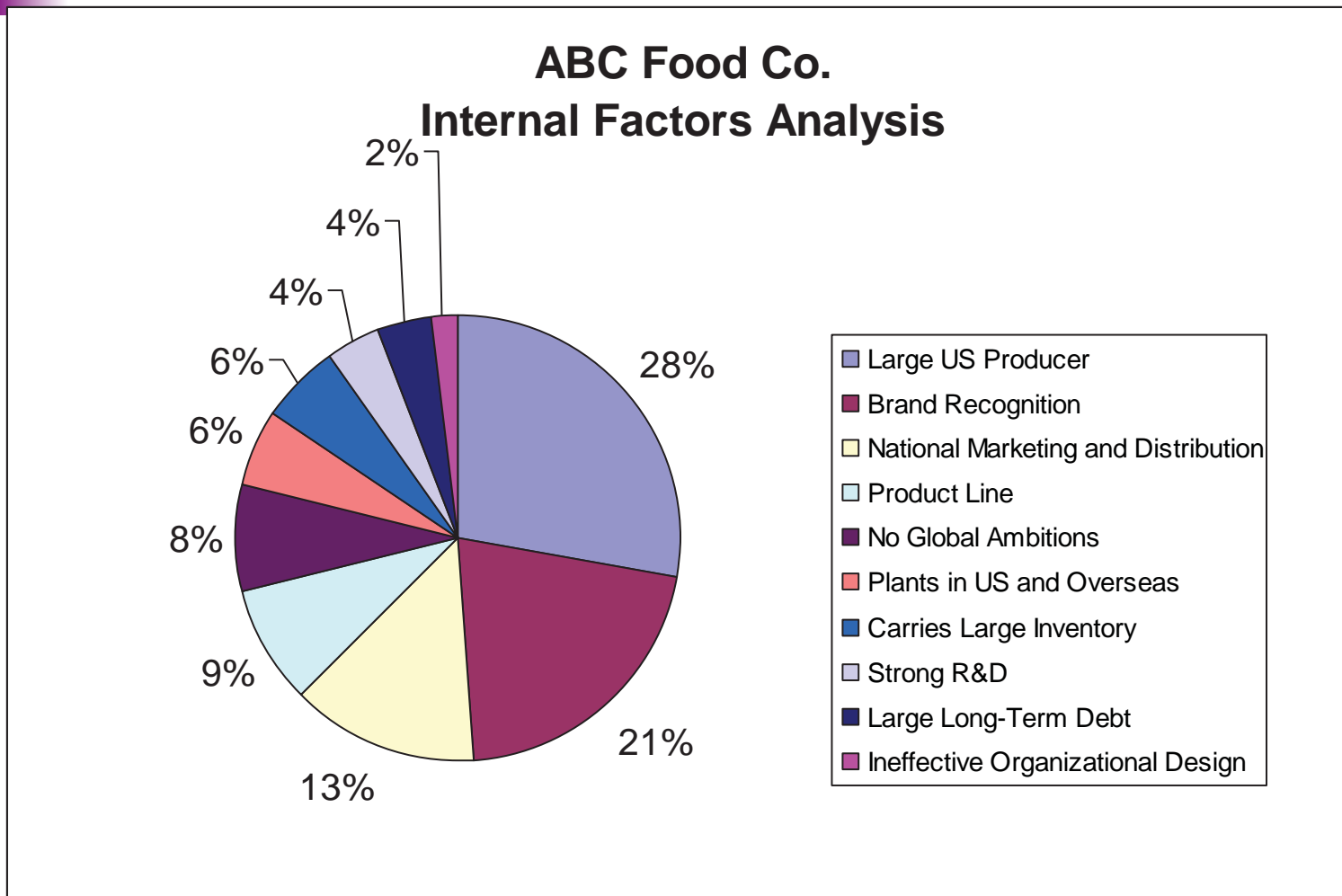
<u>ABC Food Co.'s Strengths</u>	<u>ABC Food Co.'s Weaknesses</u>
National Marketing and Distribution	Not Enough Plants Overseas
Plants in US and Overseas	International Marketing and Distribution
Large Producer of Product	Some Product Diversification
Committed to Community Welfare	Limited International Production
Excellent Brand Recognition	No Global Ambitions
Some Product Diversification	Weak Mission Statement
Limited International Production	Limited Risk Management Systems
Completed Reorganization	No Business in Latin America
North American Division	No Plans to Compete in Europe
Extensive Product Line	Carries Large Inventory
Strong Values and High Standards	Little Concern for Environment
Strong R&D	Ineffective Organizational Design
Use of Commodity Forwards	Large Long-Term Debt



Formulation: Internal Factor Analysis

<u>ABC Food Co. Internal Factor Ranking</u>						
					Weighted	Percentage of
	<u>Key Internal Factors</u>		<u>Weight</u>	<u>Rating</u>	<u>Score</u>	<u>Weighted Score</u>
Strengths	Large US Producer		0.17	4	0.68	28%
Strengths	Brand Recognition		0.13	4	0.52	21%
Strengths	National Marketing and Distribution		0.11	3	0.33	13%
Strengths	Product Line		0.07	3	0.21	9%
Weaknesses	No Global Ambitions		0.19	1	0.19	8%
Strengths	Plants in US and Overseas		0.07	2	0.14	6%
Weaknesses	Carries Large Inventory		0.07	2	0.14	6%
Strengths	Strong R&D		0.05	2	0.10	4%
Weaknesses	Large Long-Term Debt		0.09	1	0.09	4%
Weaknesses	Ineffective Organizational Design		0.05	1	0.05	2%
Average Total Weighted Score = 2.5			Total	1.00	2.45	

Formulation: Internal Factor Analysis





Formulation: External Factor Analysis

- Identify Opportunities and Threats
- Prioritize Each Factor
- Assess Your Business by Each
- Create a Strategic Score



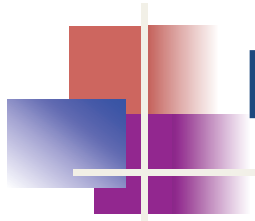
Formulation: External Factor Analysis

<u>Threats Facing ABC Food Co.</u>	<u>Opportunities Facing ABC Food Co.</u>
Major Competitors	Unexploited Market for Low-Fat Product
Currency Risks	Large Overseas Market for Products
Commodity Price Volatility	No Business in Latin America
Political and Economic Risks	Consumers Want Variety and Innovation
Global Distribution Systems Lacking	Pasta Market Growing Worldwide
High Economies of Scale	Global Distribution Systems Growing
High Transport Costs	Global Cultural Convergence Growing
Low Asian Consumption	Global Marketing Uniformity Growing
Increasing Health Consciousness	High Economies of Scale
Changing Teen Market Demographics	Low Development Costs
Sugar Prices Subsidized at High Rate	Main Competitor Experiencing Difficulty

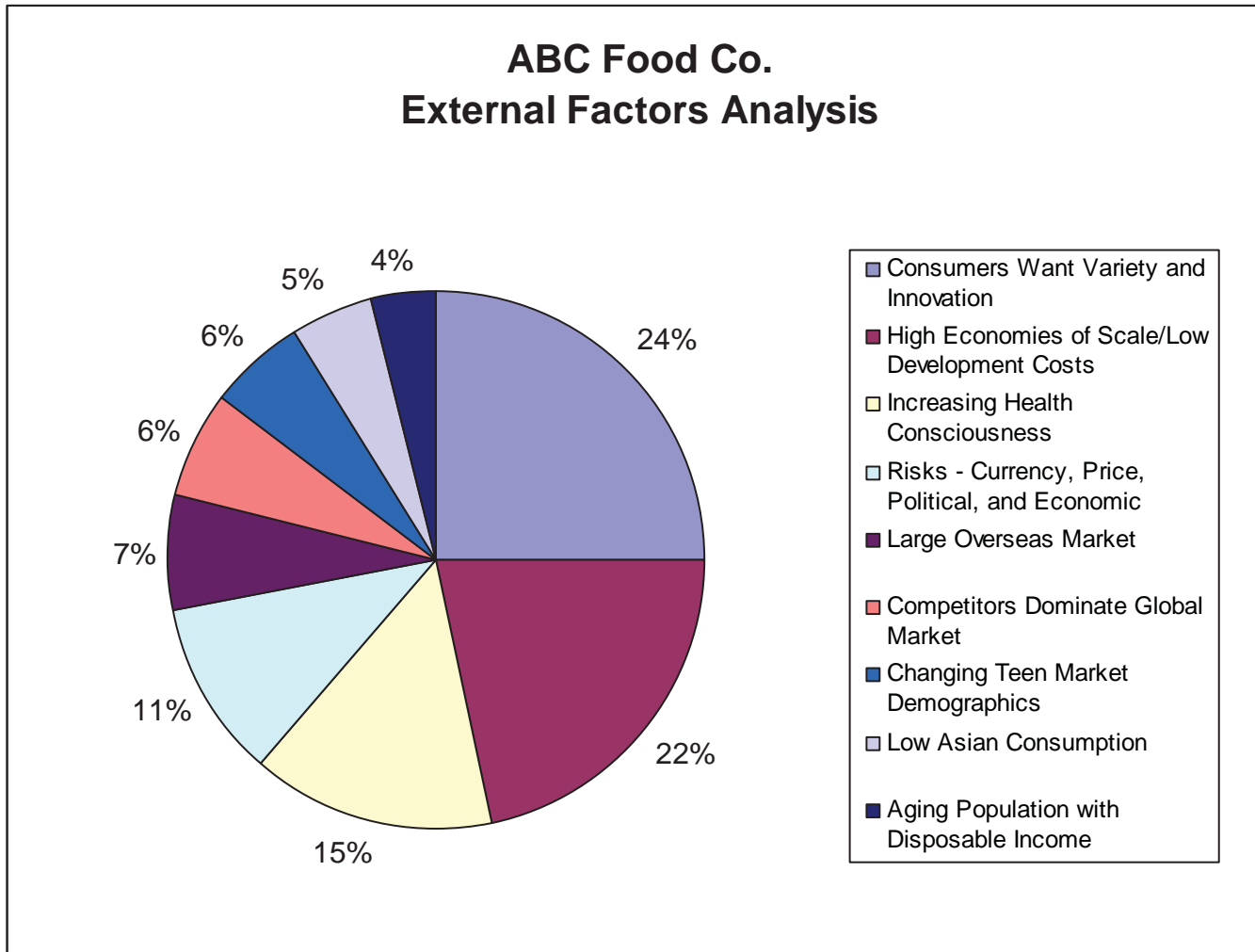


Formulation: External Factor Analysis

<u>ABC Food Co. External Factor Ranking</u>					
<u>Key External Factors</u>		<u>Weight</u>	<u>Rating</u>	<u>Weighted Score</u>	<u>Percentage of Weighted Score</u>
Opportunity	Consumers Want Variety and Innovation	0.17	3	0.51	25%
Opportunity	High Economies of Scale/Low Development Costs	0.11	4	0.44	22%
Threat	Increasing Health Consciousness	0.10	3	0.30	15%
Threat	Risks - Currency, Price, Political, and Economic	0.11	2	0.22	11%
Opportunity	Large Overseas Market for Products	0.14	1	0.14	7%
Threat	Competitors Dominate Global Market	0.13	1	0.13	6%
Threat	Changing Teen Market Demographics	0.06	2	0.12	6%
Threat	Low Asian Consumption	0.10	1	0.10	5%
Opportunity	Aging Population with Disposable Income	0.08	1	0.08	4%
Average Total Weighted Score = 2.5		Total	1	2.04	



Formulation: External Factor Analysis





Formulation: Competitive Analysis

- Helpful to Perform Internal Factor Analysis on Competition
- Understand Your Ability to Compete
- Not Necessary to Have All Information
- Provides Insights into Competitors
 - How Do They Measure Up?
 - What are Their Strategies?



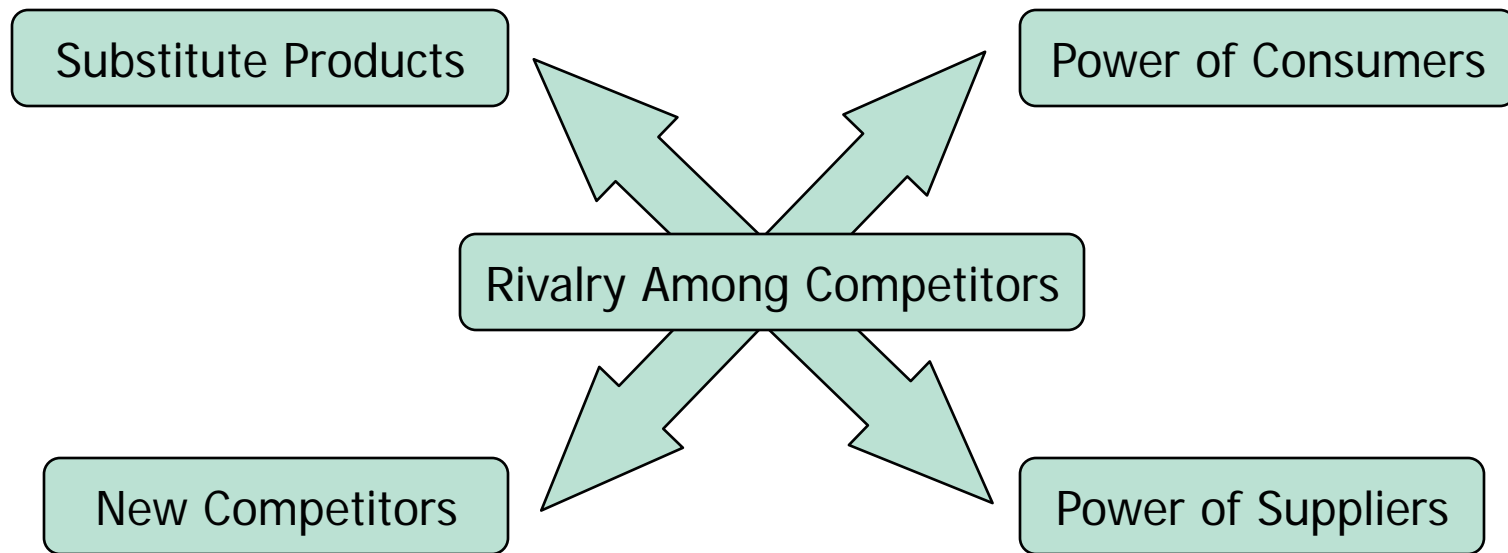
Porter's Five Forces Model

Competitiveness is Composed of Five Forces

- Rivalry Among Competitors
- Potential Entry of New Competitors
- Potential Development of Substitute Products and Services
- Bargaining Power of Suppliers
- Bargaining Power of Consumers

Porter's Five Forces Model

Competitiveness is Composed of Five Forces

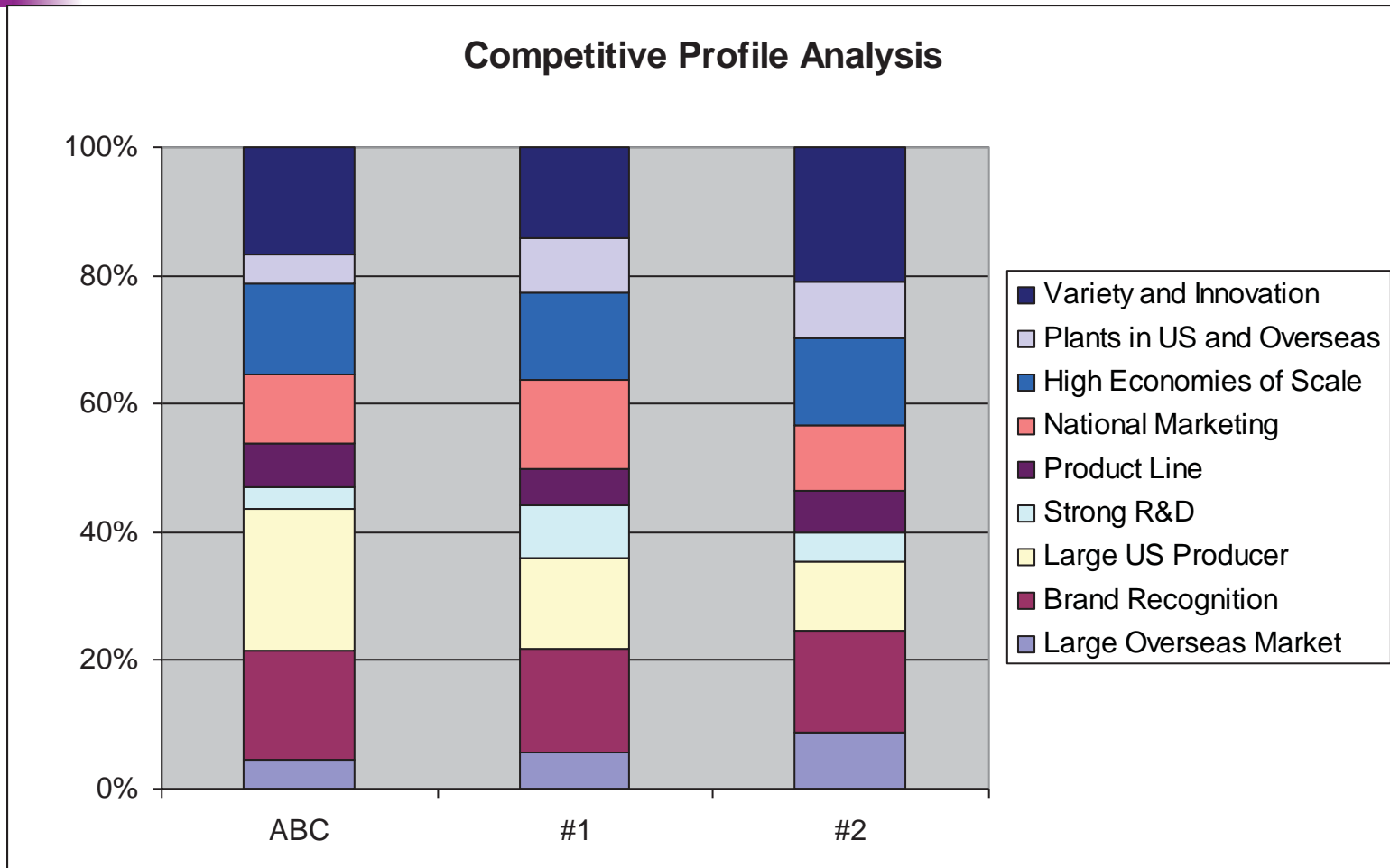




Formulation: Competitive Analysis

ABC Food Co. Competitive Profile Matrix							
Critical Success Factors	Weight	ABC Food Co.		Competitor #1		Competitor #2	
		Rating	Weighted Score	Rating	Weighted Score	Rating	Weighted Score
Large Overseas Market	0.14	1	0.14	1	0.14	2	0.28
Brand Recognition	0.13	4	0.52	3	0.39	4	0.52
Large US Producer	0.17	4	0.68	2	0.34	2	0.34
Strong R&D	0.05	2	0.1	4	0.2	3	0.15
Product Line	0.07	3	0.21	2	0.14	3	0.21
National Marketing	0.11	3	0.33	3	0.33	3	0.33
High Economies of Scale	0.11	4	0.44	3	0.33	4	0.44
Plants in US and Overseas	0.07	2	0.14	3	0.21	4	0.28
Variety and Innovation	0.17	3	0.51	2	0.34	4	0.68
	1.0		3.07		2.42		3.23

Formulation: Competitive Analysis





Formulation: Strategy Development

- The SWOT Matrix
- List Strengths and Weaknesses
- List Opportunities and Threats
- Create Strategies that Address Each Combination:
 - Match Strengths to Exploit Opportunities
 - Use Strengths to Neutralize Threats
 - Use Opportunities to Bolster Weak Areas
 - Minimize Weaknesses and Avoid Threats



Formulation: The SWOT Matrix

	STRENGTHS – S 1. Large US Producer 2. Brand Recognition 3. National Marketing and Distribution 4. Product Line 5. Plants in US and Overseas 6. Strong R&D	WEAKNESSES – W 1. No Global Ambitions 2. Large Long-Term Debt 3. Ineffective Organizational Design
OPPORTUNITY – O 1. Consumers Want Variety 2. High Economies of Scale 3. Low Development Costs 4. Large Overseas Market 5. Aging Population with Income	SO STRATEGIES 1. Line of Premium Product 2. Introduce Brand Overseas	WO STRATEGIES 1. Develop Global Strategy 2. Raise Capital for Expansion 3. Restructure for Expansion
THREATS – T 1. Increasing Health Consciousness 2. Risks - Currency, Price, Political, and Economic 3. Competitors Dominate Global Market 4. Changing Teen Market Demographics 5. Small Asian Market	ST STRATEGIES 1. Introduce Brand Overseas 2. Line of No-Lactose Product 3. More Overseas Plants 4. Line of Premium Product	WT STRATEGIES 1. Develop Global Strategy 2. Destructure for Expansion 3. Spin Off Units to Settle Debt



Formulation: Strategy Selection

- Which is Best for Us Right Now?
- Evaluate and Prioritize Strategic Choices
- Based on Factor Analyses and SWOT
- Recognize Importance of Good Business Sense in Strategy Selection



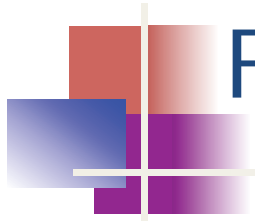
Formulation: Financial Evaluation

- Rank Strategies Using Pricing Models
 - NPV and Real Options
- Important: Consider Risk of Each Strategy
 - Greater Risk Requires Greater Return
 - Quantitative Measures of Risk are Best
- Prioritize Strategies in Order of Value-to-Cost
 - Implement Strategies with High Values-to-Cost and Low Risk First
 - Lower Values-to-Cost and High Risk Come Later

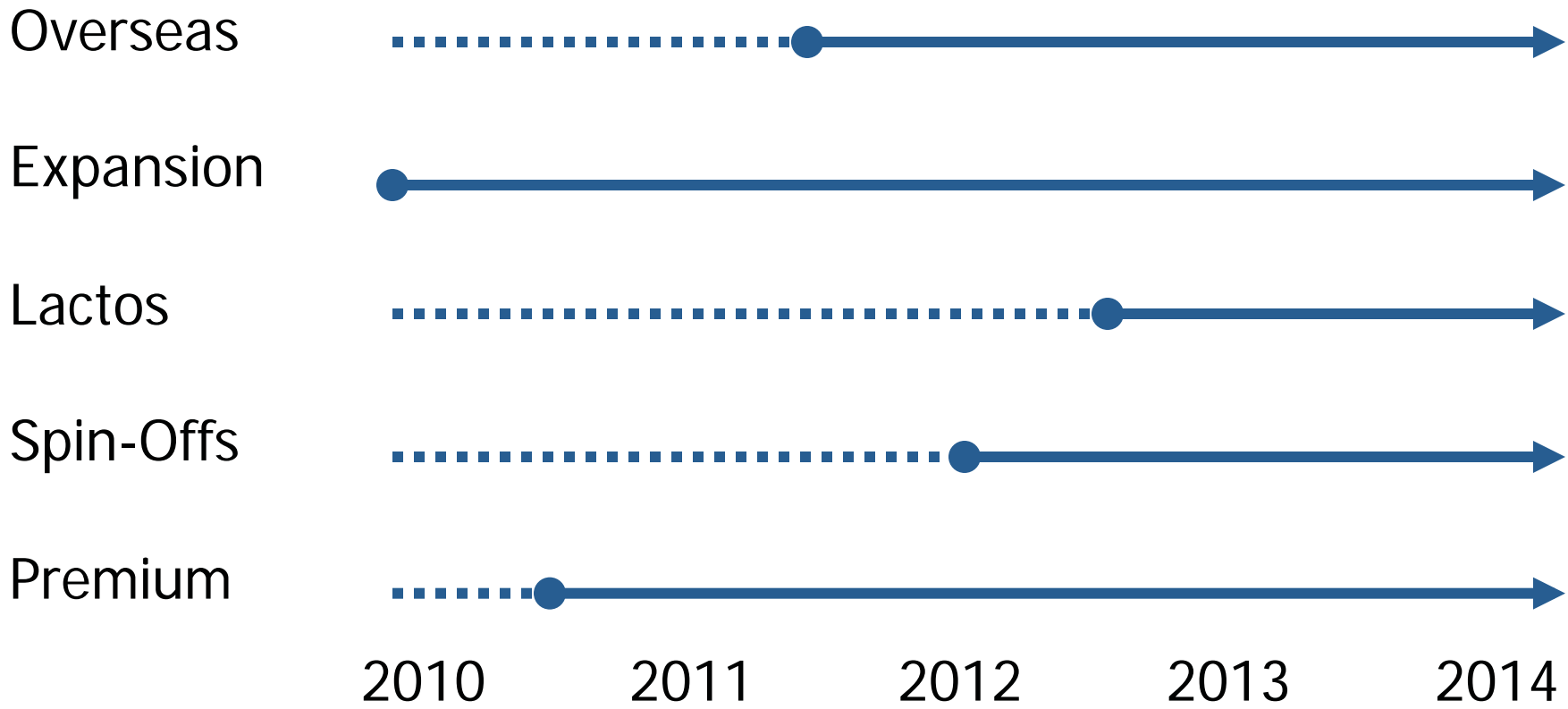


Formulation: Financial Evaluation

<u>Project</u>	<u>NPV</u>	<u>Option Pricing</u>
Expansion	\$2.5 million	\$2.5 million
Overseas	\$1.8 million	\$1.9 million
Spin Offs	\$1.2 million	\$1.4 million
No Lactose	(\$13) thousand	\$487 thousand
Premium	\$153 thousand	\$246 thousand

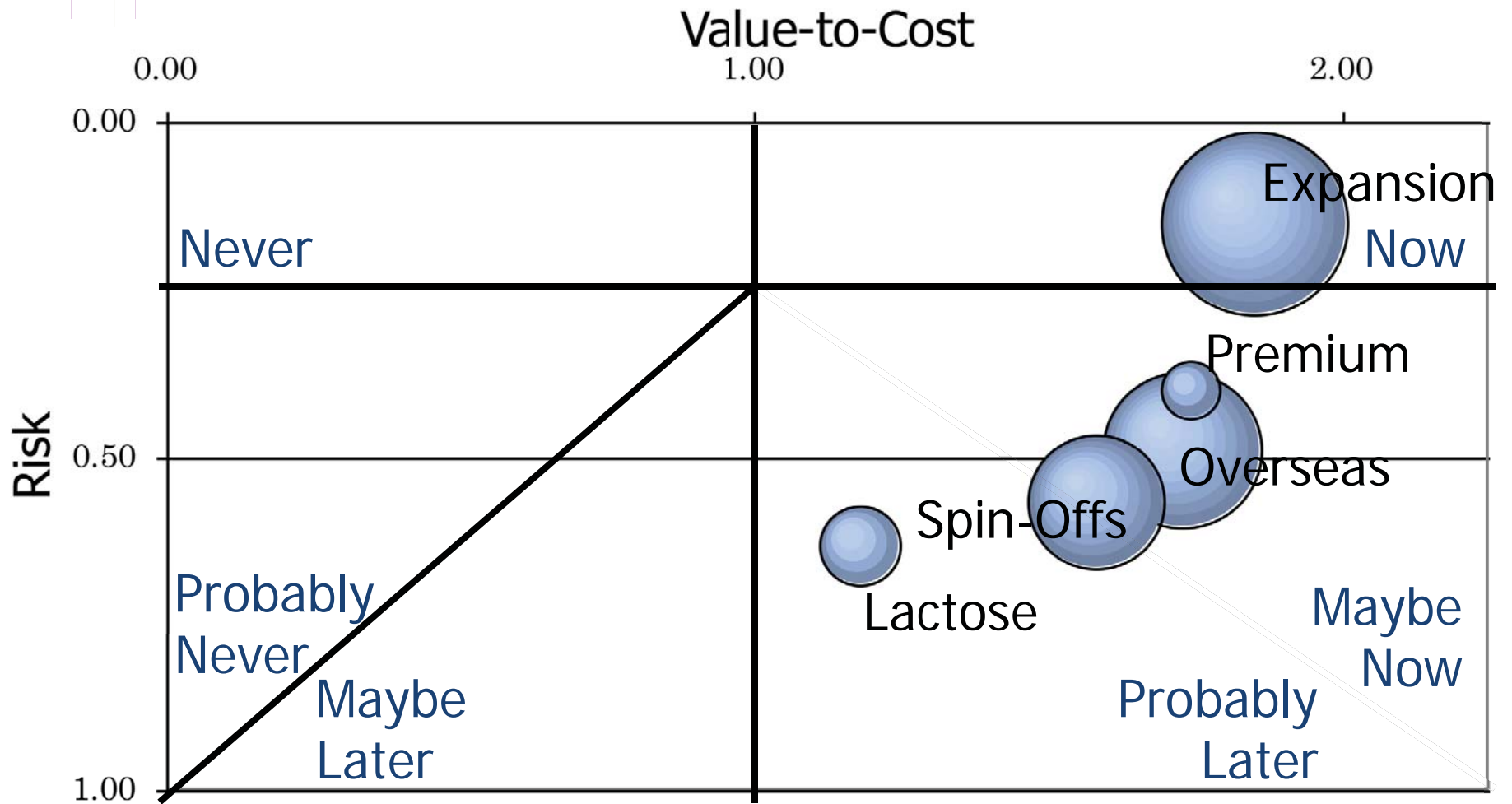


Formulation: Strategic Timetable





Formulation: Financial Evaluation





Implementation: Strategic Policies, Objectives, and Resource Allocation

- Formulation and Implementation
 - Opposite Sides of the Same Coin
- Strategy Implementation Involves:
 - Managing Business Forces
 - Maximizing Efficiencies
 - Focus on Operational Processes
 - Leadership and Management Skills
 - Co-ordinating the Activities of Many Resources (Management, Finance, Ops, HR, IT)



Implementation: Objectives and Policies

- Annual Objectives:
 - Important Metrics for Strategic Evaluation
 - Determine Allocation of Resources; Priorities
 - Specific, Well Defined Goals (Production, Financial, Operational, Marketing, etc.)
- Strategic Policies:
 - Give Direction to Implementation Strategies
 - Define What To Do in Achievement of Goals
 - Define Expectations for Management and Employees



Implementation: Allocating Resources

- Fewer Than 10% of Strategies are Implemented Successfully (Misallocation)
- Top Responsibility of Strategic Management
- Four Types of Resources:
 - Financial, Physical, HR, and IT
- Must Be Consistent with Strategic Goals
 - If you want to know what someone truly values, look at his budget.



Implementation: Financial Requirements

- Financing Strategy Implementation
 - Debt or Equity
- Budgeting
- Pro-Forma Financial Statements
 - Forecasts
 - What-If Analysis
 - Stress Testing
- Business Valuation



Implementation: Financing Strategic Operations

- Finance Itself is a Strategic Operation
 - No Money, No Mission
- New Strategies Require Investment
- Two Ways to Finance Anything
 - Debt and Equity
 - $\text{Assets} = \text{Liability} + \text{Equity}$
- Capital Structure Very Important
 - Proportion of Assets Financed by Debt and Equity
- Too Much Equity? Brake on Profitability
- Too Much Debt? Cash Management Problems
- Related Issue: Managing Growth



Implementation: Financing Planning and Analysis

- Determine Equity Available for Investment
 - How Much Cash on Hand?
 - How Much Cash from Operations?
 - Is It Enough?
 - How Much Are You Willing to Risk?
- Forecasting and Scenario Analysis Essential
- Test Assumptions
 - Examine Various Scenarios, Good and Bad
 - What if the Very Worst Happens?



Implementation: Financing Planning and Analysis

- Determine Availability of Debt
- Determine Debt Capacity
 - How Much Debt Exists? How Well is it Managed?
 - What is Maximum Debt Capacity? Is It Enough?
 - How Much Are You Willing to Risk?
- Forecasting and Scenario Analysis Essential
- Test Assumptions
 - Examine Various Scenarios, Good and Bad
 - What if the Very Worst Happens?



Implementation: Financial Operations

- Pro-Forma Financial Statements
 - Five Years History; Five Years Forecasts
 - Forecast Balance Sheets and Income Statements
 - What Will Finances Look Like if Strategies are Implemented Successfully? Poorly?
- Budgeting
 - Forecasts Revenues and Expenses
 - Details How Strategies Will be Paid For
 - Aids in Evaluation of Implementation Efforts
- Garbage In, Garbage Out



Implementation: Financial Ratios

- Part of Pro-Forma Financial Statements and Forecasts
- Provide Metrics for Evaluation of Implementation Efforts
- Provide Metrics for Assessing Managerial Effectiveness

Implementation: Pro-Forma Balance Sheet (Assets)

ABC Food Co.						
STATEMENT OF FINANCIAL POSITION						
	Date	FY2009	FY2008	FY2007	FY2006	
ASSETS						
Cash		668,053	1,014,921	328,520	741,036	
Investments				141,051	141,051	
Grants & Contracts Receivable		1,785,926	2,119,638	1,395,555	1,158,455	
Other Receivables			57,466	470,416		
Prepaid Expense		72,833	73,747	13,292		
Other Currents Assets				28,375		
Total Current Assets		2,526,812	3,265,772	2,377,209	2,040,542	
Land, Building & Improvements		4,041,125	3,301,239	558,258		
Construction in Process				290,708	472,978	
Leasehold Improvements				1,388,174	214,224	
Furnitures, Fixtures & Equipment			651,857	544,133	382,538	
Gross Fixed Assets		4,041,125	3,953,096	2,781,273	1,069,740	
Less Accumulated Depreciation		552,657	443,402	339,658	189,941	
Net Fixed Assets		3,488,468	3,509,694	2,441,615	879,799	
Other Assets					25,500	
Total Other Assets					25,500	
Total Assets		6,015,280	6,775,466	4,818,824	2,945,841	



Implementation: Pro-Forma Balance Sheet (L&E)

LIABILITIES & EQUITY	FY2009	FY2008	FY2007	FY2006
Notes Payable	1,530,827	1,598,304	964,385	
Current Portion of Long-Term-Debt				
Accounts Payable	264,886	541,760	186,241	231,346
Accrued Expenses	47,538	7,470	38,123	
Accrued Salaries & Vacations		299,212	145,063	98,817
Deferred Revenue		586,054		
Other Current Liabilities	708,547	322,493	337,000	
Total Current Liabilities	2,551,798	3,355,293	1,670,812	330,163
Long-Term-Debt				
Total Long-Term Liabilities				
Total Liabilities				
Total Equity	3,463,482	3,420,173	3,148,012	2,615,678
Total Liabilities & Equity	6,015,280	6,775,466	4,818,824	2,945,841

Implementation: Pro-Forma Income Statement (Budget)

ABC Food Co.						
INCOME STATEMENT						
	Date	FY2009	FY2008	FY2007	FY2006	
Gross Sales Revenue		4,576,222	4,964,349	3,578,225	3,200,585	
Grants Revenue		1,000,000	1,000,000	1,000,000	850,000	
Other Operating Revenue		21,041	27,370	20,675	717	
Total Operating Revenue		5,597,263	5,991,719	4,598,900	4,051,302	
Salaries & Related Expenses		2,833,701	2,977,564	2,589,325	2,201,737	
Fringes & Payroll Taxes		644,831	684,840	595,545	323,649	
Supplies		253,977	311,454	614,357	586,855	
Insurance		44,750	48,539	49,038	54,902	
Training, Development, Education, Travel		57,975	140,735	138,164	101,013	
Administrative & General		216,032	838,016	172,201	149,597	
Utilities, Repairs, Maintenance		40,864	203,937	153,510	76,489	
Depreciation		109,255	104,101	149,717	54,243	
Other Operating Expense		406,333	7,689	(2,416)	9,472	
Total Operating Expenses		4,607,718	5,316,875	4,459,441	3,557,957	
Earnings Before Interest and Taxes		989,545	674,844	139,459	493,345	
Interest Expense		61,887	32,775	30,942		
Earnings Before Taxes		927,658	642,069	108,517	493,345	
Taxes @ 35%		324,680	224,724	37,981	172,671	
Net Income		602,978	417,345	70,536	320,674	

Implementation: Pro-Forma Income Statement

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Implementation: Pro-Forma Ratio Analysis

ABC Food Co.					
SELECT FINANCIAL RATIO ANALYSIS					
		FY2009	FY2008	FY2007	FY2006
Profitability					
Operating Margin		10.8%	7.0%	1.5%	7.9%
Operating Revenue Growth Rate		-6.6%	30.2%	14.5%	15.2%
Operating Expenses Growth Rate		-13.3%	19.2%	40.5%	96.5%
Grants Revenue Growth Rate		0%	0%	0%	18%
Salaries/Operating Revenue		0.76	0.61	0.69	0.62
Financial Condition/Solvency					
Current Ratio		1.93	0.97	1.42	6.18
Days All Receivables		62	106	103	139
Days Payable		21	53	22	38
Days Cash on Hand		50.03	46.32	27.75	72.38
Debt Capacity					
Leverage (Total Liabilities/Equity)		0.74	0.98	0.53	0.13
Debt Service Coverage Ratio		1.05	12.48	23.04	



Implementation: Debt Capacity Analysis

Debt Capacity Sensitivity Analysis		
Funds Available for Debt Service =		
Change in Net Assets + Depreciation Expense + Interest Expense		
Fiscal Year		12/31/2008
Funds Available for Debt Service		554,221
Funds Available for Debt Service with DSC of 1.25 times		443,377
Debt Supported by Adjusted Cash Flow		
Interest Rate:	9% for 20 years	4,047,387
Debt Supported by Adjusted Cash Flow		
Interest Rate:	7% for 20 years	4,697,142
Debt Supported by Adjusted Cash Flow		
Interest Rate:	6% for 20 years	5,085,499
Debt Supported by Adjusted Cash Flow		
Interest Rate:	5% for 20 years	5,525,457



Implementation: Business Valuation

- Is Strategy Adding Value?
- Acquisition and Divestiture Strategies
 - Valuation of Business Lines and Divisions
- Three Basic Flavors
 - Cash Flow Based
 - Market Based
 - Asset Based



Implementation: Business Valuation

- Cash Flow Based
 - Real Options Model
 - Discounted Cash Flow (DCF or NPV)
 - Perpetuity Model (Net Income over Cap Rate)
 - Net Income Multiplier
- Market Based
 - Appraisals and Comp Prices
 - Price-to-Earnings Ratio (Cost of \$1 Income)
- Asset Based
 - Equity Value Plus Multiplier (Goodwill)



Implementation: Marketing

- Two Important Aspects Key to Implementation:
 - Segmentation
 - Positioning
- Segmentation
 - Breaking Market into Specific Groups for Specific Products
 - Key to Matching Supply with Demand



Implementation: Marketing

- Positioning
 - Marketing Plan
 - Heavy Reliance on Analysis and Research
 - Who are the Customers? What do They Want? What do They Expect?
 - Comparing Your Product to Competition's
 - Differentiate Your Product



Implementation: Technology Issues

- Increasingly Important Strategic Area
- Agriculture Requires Technology
 - Strategy Formulation and Implementation
 - Understanding Markets and Pricing
 - Operational Efficiency
 - Improving Yield
 - Improving Profit Margins
 - Managing Risk
- Confers Competitive Advantages and Incurs Costs



Implementation: Technology Issues

- Impacts Every Aspect of Agriculture
 - From Crop and Livestock Production to Retail Distribution
- Impacts Every Stage of Operations
 - Preparation for Planting through Harvesting
 - Operations and Logistics Technology
 - Equipment Technology
- Research and Development
 - New Strains, Breeding Programs, Innovation
- Biotechnology -- New Opportunities and Threats



Evaluation: Adapt or Perish

- Strategic Process is Really Never Ending
- New Information Drives Strategic Process
 - Operations Generate Great Information
 - Gets Fed into External and Internal Analysis
 - Yields New Objectives and Strategies
 - Can Change Nature of Business and Company
- External and Internal Environments Change
 - Competitors React to Your Strategies; You React to Theirs
- Failure to Evaluate Kills Many Strategic Efforts
- Is It Working? Or Failing? How to Do Things Better?



Evaluation: The Process

- Back to Square One (Sign of Success, Not Failure)
- Revise External and Internal Analyses
- Compare Revisions and Results to Original Expectations and Assumption
 - Identify Variances and Understand Reasons for Them
- Important Differences Indicate Need for Change
- Small Changes Add Up Over Time
 - Small Changes Will Occur
 - Dangerous to Ignore Them



Evaluation: Expect the Unexpected

- Significant Change Can Happen Very Quickly
 - Low Probability But Huge Impact
 - Little Time to React
 - Planning Helps Tremendously
 - Hope for the Best and Plan for the Worst
- Have Contingency Plan
 - Plan B Scenario
 - Worst Case Scenario
 - Exit Strategy (How Do I Get Out of Here?)
- Know What to Do When Things Go Badly Wrong



- Farming looks mighty easy when your plow is a pencil and you're a thousand miles from the corn field.
 - Dwight David Eisenhower



Contact Information

If you have any questions at all, please feel free to contact me:

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