

FIBERSHED PRODUCER PROGRAM

BUSINESS CURRICULUM

Full Syllabus : All Courses

COURSE DESCRIPTIONS

Financial Basics for Fiber Economy — Part I

Educator: Anjali Oberoi, Bernoulli Finance / Olivia Tincani & Co.

This webinar is Part I of a two-part course. Part I will focus on getting comfortable with financial lingo, understanding the purpose of financial statements, and making time to use them in the course of business. Our goal is to teach comfort and confidence in financial language and concepts for sustainable, values-driven entrepreneurs whose businesses are not focused solely on the bottom line. We will also discuss choosing and using an accounting system with particular emphasis on QuickBooks Online. Participants should ideally have some familiarity with keeping and maintaining business financial records in some format, and are highly encouraged to set up an accounting software account prior to the session, although it is not a prerequisite for attending the class. Part II of this course will focus on using the skills and tools taught in Part I, and will require participants to be set up with an accounting software.

Financial Basics for Fiber Economy — Part II

Educator: Anjali Oberoi, Bernoulli Finance / Olivia Tincani & Co.

This webinar is Part II of a two-part course following our first session on financial and accounting basics. Part II will take us beyond accounting basics to begin getting comfortable with the interplay between financial accounts and statements. Our focus will be to teach the interpretation of financial statements, enabling business owners to really read their data and begin using it to obtain insights and thus make informed decisions. We will also discuss recognizing financial metrics — the key benchmarks to evaluate in various stages of the business, and methods to track and manage them over time. Our goal is to teach comfort and confidence in financial language and concepts for sustainable, values-driven entrepreneurs whose businesses are not focused solely on the bottom line. Participants should have familiarity with keeping and maintaining business financial records and be using an accounting software prior to the session - these are prerequisites for attending.

A Framework for Structuring Fiber Businesses

Educator: Poppy Davis CPA / JD, C2C Consulting

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

Understanding How a Fiber Business is Taxed

Educator: Poppy Davis CPA / JD, C2C Consulting

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

Introduction to Strategic Planning: Core Values & the SOAR Visioning Method

Educator: Olivia Tincani, O&Co.

Strategic Planning is the foundational work any small business needs in order to have clear vision and objectives for its future. It is the root of viability and a step many small businesses skip over. Strategic planning in action provides entrepreneurs with a strong philosophical and practical base upon which daily and monthly decisions can be gauged. This course will introduce the methodology of a strategic visioning practice that uses a SWOT-alternative SOAR (Strengths Opportunities Aspirations Results), a style of analysis for holistic business and life planning that can be repeated annually. We will introduce homework exercises to create and refine business Core Values, and prepare the group for solo or in-person Strategic Plan crafting. The follow-up to this course is instructions for writing a Strategic Plan at home on your own time, based on templates that can be utilized year over year. A final component to strategic planning, Opportunity Mapping, is a complement to this work, also offered also as a stand-alone webinar.

Values-Driven Leadership & Management Skills (Video of in-person seminar)

Educator: Olivia Tincani, O&Co.

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

Opportunity Mapping Webinar

Educator: Olivia Tincani, O&Co.

The third component of our Strategic Planning training is an exercise in business planning “lite” that equips you to evaluate new enterprises, products and services or potential opportunities to change direction in operations without completely reinventing the wheel. Our Opportunity Mapping spreadsheet identifies criteria to judge each product/service/opportunity by, and highlights all information that is still outlying and yet necessary to enable smart business decision-making. A template that is currently formatted for farm and fiber businesses but flexible for all kinds of enterprises, the exercise teaches research, planning and critical thinking in how to evaluate and choose individual enterprises and opportunities without the effort of writing (or rewriting) a complete business plan. We highly encourage participants to

participate in Strategic Plan crafting webinar and seminar before taking the Opportunity Mapping course, but it is not required.

Customer Service (Video of in-person seminar)

Educator: Olivia Tincani, O&Co.

This in-person seminar will introduce the concept of Customer Service as a fundamental marketing and sales tool as well as a community action effort. Our seminar builds on techniques developed by respected customer service experts, the [Zingerman's Family of Businesses](#). Participants will develop a service mission for the business that incorporates their core values, review best practices for delivering excellent service, learn the protocol for managing feedback, and identify details of how they want to provide their own unique individualized style of purpose-driven service for various customer types. **Prerequisites & Homework:** Business Core Values & Mission Statement. Don't have these? Watch "Intro to Strategic Planning" webinar and follow the directions in the handout for Core Values Exercise.

Promoting your Brand within A Shared Collective

Educator: Olivia Tincani, O&Co.

Designed specifically for members of the Fibershed Agriculture Cooperative who sell on the Fibershed Marketplace, but pertinent to anyone participating in a group marketing effort such as a third party certifier or non-profit association membership, this course will help ground your marketing efforts in foundational strategic thinking and discuss the benefits of marketing within a shared collective environment. We will introduce marketing techniques that are relevant to a collective brand experience, and focus on understanding how to best promote yourself within the context of the online sales platform, while staying in tune with your core values and your general business identity. Topics covered: > A brief introduction to Communications Strategy: understanding your market context, target audiences, and competitive advantage > Basics of crafting a Marketing Plan > Power of a collective brand > How to define yourself and your business within the Coop: your brand identity and value proposition as expressions of your core values > Concentric rings of brand identity: Fibershed, the Ag Coop, your colleague sellers, and YOU. > Collaboration & community spirit: competitors and colleagues as collaborators > Suggested marketing tactics specific to the Ag Coop including language and storytelling, sales reports and analysis, and product differentiation > How to use social media to cross-promote your products: basic social media guidelines for the collective environment.

Marketing Planning Webinar

Educator: Olivia Tincani, O&Co.

This webinar course will help ground your marketing efforts in foundational thinking and teach the importance of crafting a marketing plan. We will introduce techniques that are relevant to all business types at every stage of development. Our approach is grounded in thoughtful strategic planning so that money spent on promotion is always reflective of your overall core values and business identity. Trainings include templates that will be reviewed but are to assist in the solo crafting of planning documents that act as road maps for your brand development and future marketing initiatives. Topics covered: > An introduction to Communications Strategy: understanding your market context, target audiences, and competitive advantage — your individual value proposition > Brand identity and value proposition development as expressions of your core values > Crafting a Marketing Plan > Marketing tactics and general good practices including: developing your voice through storytelling; product differentiation; collective branding and shared language for cross-pollination within the Fibershed community;

customer service; time management > Collaboration & community spirit: competitors as colleagues > Specifics of marketing initiatives for Fibershed businesses including: direct to consumer marketing; special events; email/blog; third-party e-commerce; PR/press; case studies in good marketing; and specific ideas for Meat, Fiber, and Agritourism/Education endeavors > Basic social media guidelines. NOTE: there is some overlap in this course content with the Ag Coop Member training "Promoting your Brand within a Shared Collective," namely in the review of Communications Strategy, Brand Identity, Shared Language, and Marketing Plan crafting. There will however be more in-depth coverage of initiatives and tactics specific to Fibershed businesses.

Sales Strategy: Margins, Pricing, & Channels

Educators: Olivia Tincani, O&Co. and Anjali Oberoi, O&Co. / Bernoulli Finance

Our Sales Strategy course will cover both the quantitative and qualitative elements of choosing and maintaining a mixed sales channel strategy for your business with revenue coming from various types of customers (retail, wholesale, direct consumer, etc.). We will discuss how to target varied customer groups through different channels, and what diversification means in terms of pricing, margin, and calculating overall potential profit. On the qualitative side, we will teach a holistic approach to evaluating what channels to sell your product through, and why multiple sales channels often offer more stability. Our sales philosophy emphasizes collaboration versus competition and takes fear out of seemingly scary channels such as wholesale. We will review pros and cons for the direct to consumer market and discuss correlating marketing tactics for achieving success. We will address specific tactics and skills for both fiber/fiber arts and meat sales in smaller breakout groups. On the quantitative side, we will evaluate sales channels via the lens of pricing strategy and resulting channel margins that ultimately contribute to your business bottom line. Margin calculations will consider production and post-production costs unique to the channel, including production labor costs. We will be using and sharing a proprietary tool developed to help distinguish across sales channel differences and their margins, that will help serve your business through change, growth, and expansion stages.

Managing Cash with Grace: Creating Budgets, Analyzing Debt & Equity, Understanding Risks and Returns for Business and Self

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

This webinar will walk through the necessities and complexities of managing your professional and personal cash flow, with the ever-desired goal of minimizing cash fluctuations and crunches. We will discuss forecasting business growth and related working capital needs through the creation of realistic, usable budgets. Our forecasts enable recognition of the need for financing, and we will review various modes of funding including the best time to approach them, relevancy to the business cycle, and trade offs across modes. Financing your business often involves taking on personal risk and our goal includes exploring this risk to ensure making best use of business and personal assets, evaluating the opportunity costs of decision making, and managing your income and returns at a holistic level.

Holistic Business Breakeven & Enterprise Budgeting

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

This webinar is focused on financial goal-setting for your business. Regardless of whether you are just starting out, launching a new product or channel, managing your lifestyle business, or planning an expansive growth strategy, your business needs an accompanying financial plan of action to ensure your course is realistic. We will pick up on where we left off with our

“Managing Cash with Grace” webinar and discuss the Enterprise-level budgeting process in detail. A key focus here is defining breakeven, not just at the overall business level, but also within each line of business, within your product mix, and when making operational decisions or capital investments. It is only when each individual initiative breaks even (at a minimum!) that a business can thrive. Our goal is to leave you with a perspective (and accompanying tools) that you can quickly employ across both small and high-level decisions to ensure your compass is always pointing north.

Inventory Management

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

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

Agritourism: Opportunities, Challenges, and Considerations

Educator: Katharine Millonzi, Katharine Millonzi Consulting

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

Adding Value and Hosting Agritourism Events without Adding Legal Complications

Educator: Rachel Armstrong JD, Farm Commons

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

Workers: Managing Employment Laws through Traditional and Creative Work Arrangements

Educator: Rachel Armstrong JD, Farm Commons

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

Compassionate Communication (presentations/handouts only)

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

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

- **Session 1 : Elements of Empathy:** In this 90-minute interactive workshop we will delve into the elements of empathic listening with exercises for the head, heart, and gut that will deepen your ability to listen and your understanding of empathy.
- **Session 2 : Preparing for a Difficult Conversation:** Stressful conversations can hurt relationships and sometimes produce negative consequences. In this 90 minute workshop, we work on skills to successfully navigate relational challenges. We will learn practices that will help us create connection rather than disconnection when addressing challenges with important partners.
 - ◆ sort observations from thoughts, judgments & evaluations
 - ◆ notice feelings and name and connect them to met or unmet needs
 - ◆ sort and name personal and professional needs and motivations
 - ◆ practice self-compassion and compassion for the other
- **Session 3 Requests:** A key attribute of a successful entrepreneur is their ability to make clear requests. This 90-minute workshop will look at the art of the request. We will learn the criteria for a good request. We will learn when to make a solution request versus when to use a connection request. We will also learn how to respond when the answer is no.

Sales Agreements: Getting the Commitment That Works for Your Business

Educator: Rachel Armstrong JD, Farm Commons

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

Insurance and Liability

Educator: Rachel Armstrong JD, Farm Commons

Insurance is a key risk management strategy for any business. From providing an attorney to defend the operation to paying out if the case is lost, insurance is available to protect the business from a wide variety of damage and injury scenarios. Yet, finding the right policy isn't always easy. Determining what is and is not covered by an insurance policy can be challenging,

especially for unique farm and value-added businesses. This webinar will help break down those barriers. We will discuss common insurance policies and what they mean for a variety of business types. Get concrete information about what questions to ask an insurance representative and how to act on the response received. (This course is geared towards both farm and non-farm businesses.)

Direct Marketing Meat

Educator: Olivia Tincani, O&Co.

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

EDUCATOR BIOS

OLIVIA TINCANI, OLIVIA TINCANI & CO.

olviatincaniandco.com

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

Olivia Tincani is a food and agriculture business educator and consultant with almost 20 years of experience in the field. Olivia Tincani & Co. provides business, financial and strategic planning and technical assistance for small-scale independent farms, ranches, food businesses, and the institutions that service them. Her work is grounded in a deep entrepreneurial history and her ambitious spirit infuses her teaching and consulting. Her specific expertise includes livestock operations, program and curriculum design, whole animal supply chains, regional food systems strategy, communications & marketing, and community building. Olivia takes a collaborative approach to her projects, simultaneously teaching and learning while empowering entrepreneurs and strengthening organizations. She is the current core educator and designer of business curriculum for the Chicago Botanic Garden's Windy City Harvest Farm Incubator, and designed the Hudson Valley Farm Business Incubator program for Glynwood (NY). She serves as a Strategic Advisor for Rancho Llano Seco for 7 years, is Co-Director of the Grazing School of the West, and serves on advisory committees for Kitchen Table Advisors and the National Farm Viability Conference. Other projects include work with venerated enterprises and organizations such as Ecotrust, Intertribal Agriculture Council, Pie Ranch, The Farm Bridge, and a fleet of small-scale independent farms. She was the co-founder of food service management company Fare Resources and founder of Farm 255 and Farm Burger, landmark restaurant/farm enterprises operating co-dependent food service operations alongside vegetable and pasture-based livestock farms in the rural southeast. Olivia splits time between Sonoma County (CA)

and her husband's family farm and winery in the Valtènesi region of Italy. Her hands are always in the dirt and her skin in the game.

ANJALI OBEROI, BERNOULLI FINANCE / OLIVIA TINCANI & CO.

bernoullifinance.com

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

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

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

RACHEL ARMSTRONG, FARM COMMONS | LEGAL, INSURANCE, LABOR

www.farmcommons.org

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

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

POPPY DAVIS | BUSINESS STRUCTURES & TAX LIABILITY

<https://www.linkedin.com/in/poppydavis>

Poppy Davis is an agricultural and food business and policy adviser. She works with farm organizations around the country to train farmers and ranchers on financial and legal business management skills. She also works directly with nonprofits, associations, and local governments to help them build financial and managerial capacity and to develop programs to support farmers and ranchers and related enterprises and to improve healthy food access. Poppy also teaches a class in agricultural tax law at the University of Arkansas School of Law.

Poppy began her career as a California Certified Public Accountant and later worked for the United States Department of Agriculture as the National Program Leader for Small Farms and Beginning Farmers and Ranchers in Washington, D.C.. While at the USDA she served as a member of the management team for Secretary Vilsack's "Know Your Farmer, Know Your Food" initiative, and co-founded the USDA 4 Veterans, Reservists & Military Families, and Women and Working Lands workgroups.

She holds a Bachelor of Science in Agricultural Economics from the University of California at Davis, a Masters in Journalism from Georgetown University, and a Juris Doctor with a Certificate in Agricultural Law from Drake University Law School. Poppy is also a past fellow of the California Agricultural Leadership Program (Class 35).

Her not-for-profit experience includes a year as the Executive Director of the Ecological Farming Association, and board service including Oregon Tilth (current) and previously the Farmer-Veteran Coalition, The Carrot Project New England, Red Tomato, The Center for Land Based Learning, and The Community Alliance with Family Farmers.

CLAUDIA KENNY, NY STATE AGRICULTURAL MEDIATION SERVICE | COMPASSIONATE COMMUNICATION

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

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

KATHARINE MILLONZI | AGRITOURISM

www.katharinemillonzi.com

A business development and communications specialist, Katharine has worked in Kenya, India, Brazil, and across Europe, studying authentic and adaptive food systems. Since 2013 she has lived in New York's Hudson Valley, where she consults and contributes to a wide range of regenerative food and agriculture ventures. Her expertise includes program and curricular design, mission-driven event

management, copywriting, and emotional brand strategy. Katharine is devoted to the transformative arts of gathering and hospitality as mediums for individual and collective health.

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

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

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

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

ALLISON BALL | CUSTOMER SERVICE (Content Contributor)

www.alliball.com

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