

FLORIDA EXTENSION INITIATIVE 1:
 INCREASING THE SUSTAINABILITY, PROFITABILITY AND COMPETITIVENESS OF AGRICULTURAL AND
 HORTICULTURAL ENTERPRISES
 STATEWIDE EDUCATIONAL PROGRAMS IN
FARM ECONOMICS, ENTREPRENEURSHIP AND MANAGEMENT

SITUATION

Agriculture is a major industry and economic driver in the state of Florida. The state had 47,000 farm operations on 9.45 million acres in 2017 (USDA-NASS, Table 1). Production area in 2012 included 2.2 M acres of harvested cropland, of which 1.5 M acres was irrigated, plus 3.7 M acres in permanent pasture/rangeland and 2.4 M acres of farm woodlands. Florida has large animal industries for beef and dairy cattle production, with over 1.63 million head of cattle and calves, and milk production of nearly 2.5 billion pounds, and significant production of over 65 million broiler chickens. A vast array of crops are grown in the state, including specialty fruits and vegetable crops such as citrus (oranges, grapefruit, tangerines, tangelos), strawberries, tomatoes, peppers, sweet corn, cucumbers, melons, blueberries, beans, cabbage, squash, and avocados, as well as field crops such as peanuts, potatoes, hay, cotton, corn, soybeans, wheat and sugarcane (Table 2). The total value of agricultural products sold in 2012 was \$7.70 billion, which ranked 21st among states in the United States (Table 3). Florida was ranked in the top five states for vegetables, fruits/tree nuts/berries, nursery and floriculture, and horses/ponies. The largest crops in terms of production area were oranges (465,001 acres), sugarcane (401,491 acres), forages (398,231 acres), and vegetables (251,011 acres).

Among principal farm operators in Florida, 94% are white, 21% are female, and 9% identify as Spanish, Hispanic, or Latino. The average age of principal farm operators is 60 years. Efforts are needed to recruit more young, women and minority farmers. Twenty-three percent of principal operators have less than 10-years experience operating any farm. Many current farmers are beginners, and as more farm operators retire, new farmers will need to start farming to sustain agriculture in the state. Roughly half of principal farm operators have a primary occupation other than farming. Many small- and medium-sized agricultural producers have off-farm jobs to supplement household income. These clientele often lack training in agriculture, business, financial management, or marketing. Educational programs are needed to assist clientele to develop their businesses in the extremely competitive business environment faced today.

The agricultural industry in Florida is rather concentrated, with only 2.7 percent of all farms reporting \$1 million or more in annual sales but representing over 78 percent of cash receipts. Specialty crop agriculture in Florida is labor-intensive, with labor costs typically accounting for 25 to 40 percent of revenues, and the industry is heavily dependent upon immigrant workers, a large share of whom are undocumented (USDA-NASS, Agricultural Worker Survey). Florida exports a large share of its agricultural products, which compete directly with other domestic and international producers, though Florida producers have lost market share in some key commodities in recent years. There is growing interest in organic or “natural” food production and distribution to local outlets through farmers markets, Community Supported Agriculture, retail stores and restaurants, which may provide greater value added to producers and increase local employment.

Direct government payments received by Florida farmers are relatively small compared to many other states, representing less than 2% of total farm income, and only a small share (11%) of farm operations in Florida take advantage of crop insurance programs.

Florida net farm income in 2017 was \$1.74 billion, which represented a net margin of 23.2 percent (net income/gross cash receipts). Over the period 2010 to 2017, Florida farm cash receipts trended downward, while production expenses have remained steady, resulting in declining net income, with net farm income in 2017 being 4.5 percent lower than 2010 (Figure 1). Gross commodity income has increased for greenhouse and nursery crops and livestock (beef & other meat animals), but significantly declined for fruits and nuts, and

vegetables (Figure 2). Production expenses have remained steady or declined during 2010-17 for hired labor and all other expenses but have increased for fertilizer/chemicals, seed and petroleum/energy (Figure 3).

Florida agriculture, natural resources, and food industries had total economic contributions in 2016 including:

- Direct employment of 1.68 million full-time and part-time jobs, and total employment contributions (including multiplier effects in other sectors) of 2.29 million jobs, representing 19.9 percent of the state workforce.
- Direct industry output or sales revenues of \$165.51 billion, and total output contributions of \$263.20 billion.
- Foreign and domestic exports of \$47.70 billion that bring new money into the Florida economy.
- Total value added contributions of \$137.23 billion, representing 14.7 percent of Gross State Product (equivalent to Gross Domestic Product).
- Total labor income contributions of \$80.82 billion, which includes employee wages, fringe benefits, and proprietor income.
- Total other property income contributions of \$43.62 billion representing rents, dividends, interest, royalties, etc.
- Total local, state and federal government tax contributions on production and imports of \$12.79 billion. (Table 5)

Across industry groups, total employment and value added contributions were largest for food and kindred products distribution (1.62 million jobs; \$92.96 billion), which includes food service establishments and retail food stores, followed by agricultural inputs and services (250,632 jobs; \$13.52 billion), crop, livestock, forestry and fisheries production (176,569 jobs; \$8.77 billion), food and kindred product manufacturing (124,766 jobs; \$12.96 billion), forest product manufacturing (45,570 jobs; \$4.62 billion), mining (36,911 jobs; \$2.43 billion), and nature-based recreation – golf courses (36,979 jobs; \$1.97 billion). Excluding the food and kindred products distribution industry group, the total value added contribution was \$44.27 billion (4.7% of Gross State Product), and the employment contribution was 671,428 jobs (5.8% of state workforce).

PROGRAM OBJECTIVES

Objective 1. Annually, at least 50% of IFAS Extension participants in Farm Economics, Entrepreneurship and Management programs will increase their knowledge of farm enterprises, financing, marketing, management, economic outlook, land acquisition, government programs and policies.

Type of outcome: Short-term ☒ Medium-term ☐ Long-term ☐

Increased knowledge of business practices and economic information is a first step toward improving the likelihood of business startup and profitability. For example, experts suggest that business planning, effective marketing strategies, adequate capital, tracking finances, adequate information for decision making, and general management skills are important for business success (Acker 2002, AllBusiness Editors 2018, Berry 2016, Chaney 2016, Goltz 2011, Klinefelter undated, Wysocki et al. 2015). By improving knowledge of business practices, alternative enterprises and economic information among farmers and supporting industries/agencies, we will improve rates of farm business startup and farm profitability. Participants will report increased knowledge of strategies to reduce common mistakes of planning, human resource management, financial analysis and marketing.

Workload Indicator #19-Number of participants attending educational programming for small farm operators, processors, or beginning farmers/ranchers showing knowledge gain on recommended practices.

Objective 2. Annually, at least 50% of Extension participants in Farm Economics, Entrepreneurship and Management programs will improve their ability to (1) evaluate farm financing options and requirements; (2) develop a land acquisition plan; (3) develop a business plan; (4) assess the feasibility and suitability of alternative

enterprises; (5) track farm finances; (6) use enterprise budgets, investment analyses, and economic data to inform decisions on capital investment, product mix or planting rotation, production practices and/or product pricing.

Type of outcome: Short-term ☒ Medium-term ☐ Long-term ☐

By improving the ability of Extension clientele to perform recommended business practices, we will improve rates of farm business startup and farm profitability. For example, one research study found that farms that use certain financial management practices, such as investment analyses, had a 4.5% higher rate of return on assets (Gloy and LaDue 2003).

Workload Indicator #14-Number of participants who report ability to make informed decisions on agriculture and the business environment in their community because of information gained in Extension programming.

Objective 3. Within two years at least 20% of Extension participants in Farm Economics, Entrepreneurship and Management programs will access financing, acquire farmland, write a business plan, and/or use economic analysis to inform business decisions.

Type of outcome: Short-term ☐ Medium-term ☒ Long-term ☐

According to the USDA (2019), access to land and access to capital are two of the biggest challenges for new farmers. Business experts recommend writing a business plan and using economic analyses to inform business decisions (Acker 2002, AllBusiness Editors 2018, Berry 2016, Chaney 2016, Goltz 2011, Klinefelter undated, Wysocki et al. 2015). By assisting current and aspiring farmers to access financing, acquire farmland, write a business plan, and use economic analysis to inform business decisions, we will improve rates of farm business startup and farm profitability.

Workload Indicator #1-Number of businesses created, retained, or expanded.

Workload Indicator #20-Number of participants attending educational programming for small farm operators, processors (big and small), or beginning farmers/ranchers that adopt one or more recommended practices.

Objective 4. Within five years at least 10% of Extension participants in Farm Economics, Entrepreneurship and Management programs will start or expand their business, report increased dollar returns or reduced costs, or diversified markets.

Type of outcome: Short-term ☐ Medium-term ☐ Long-term ☒

This long-term objective represents the intended impact of most of our programming in the Farm Economics Priority Work Group. It is represented by two workload indicators:

Workload Indicator #1-Number of businesses created, retained, or expanded.

Workload Indicator #8-Number of producers reporting increased dollar returns or reduced costs.

Objective 5: Annually, at least 50% of participants in Farm Economics, Entrepreneurship and Management programs will increase their knowledge of the agricultural industry and farm policy issues.

Type of outcome: Short-term ☒ Medium-term ☐ Long-term ☐

Workload Indicator #14-Number of participants who report ability to make informed decisions on agriculture and the environment in their community because of information gained in extension programming.

EDUCATIONAL METHODS OR ACTIVITIES

Topics Covered

Topics covered will include business fundamentals of management, marketing, planning, human resources, financing, land acquisition, estate planning, agricultural outlook, and government programs and policies. Skills covered to inform decision making will include recordkeeping, preparing financial statements and loan applications, evaluating financing and insurance options, developing a land acquisition plan, developing a marketing and/or business plan, creating enterprise and cash flow budgets, evaluating investments, and understanding agricultural policies and regulations, and the economic contributions of agriculture to the state of Florida.

Training will be delivered to target audiences through in-house Extension programming, invited presentations, individual consultations, public meetings, workshops, fairs, community events, conferences, trade shows, field days, farm tours, educational videos, social media, and other media. Supporting extension agents is a cadre of Extension specialists educated and trained in business management coupled with an extensive on-line library of EDIS publications and fact sheets.

Inputs

- Specialists and extension agents from UF, FAMU, and other states
- Collaborators such as USDA, FDACS, Farm Credit, SBDC, SCORE, Farm Bureau, industry associations
- IFAS internal funds, support staff, and facilities
- External funds from grants, sponsorships, and registration fees

Outputs

- Delivering Extension workshops, short courses, and conferences
- Providing individual consultations via email, telephone, and face-to-face
- Publishing educational materials, such as EDIS documents, journal articles, news articles, fact sheets
- Preparing and disseminating other educational materials and teaching tools

PARTICIPATION

The target audiences for this statewide program includes aspiring, beginning, and experienced farmers; food entrepreneurs; allied agricultural input and service providers; government agencies; Extension agents and other educators. Participation will be through attendance at group learning events, individual consultations, and engagement with online content.

Partners: Private ag industry producers and state/national commodity organizations, Florida Farm Bureau, Water Management Districts, Florida Department of Agriculture and Consumer Services, USDA Farm Service Agency, USDA National Agricultural Statistics Service, and County Property Appraisers. UF-IFAS Departments and other units partnering will include Food and Resource Economics, Horticultural Science, Environmental Horticulture, Entomology/Nematology, Agronomy, Food Science and Human Nutrition, Soil and Water Science, Animal Sciences, Agricultural and Biological Engineering, Wildlife Ecology and Conservation, School of Forest Resources and Conservation, School of Natural Resources and Environment, and College of Veterinary Medicine.

EVALUATION

Outcomes for each objective will be measured as follows:

- **Objective 1:** pre/post-program evaluations completed by program participants. Evaluations will include questions about perceived increase in knowledge.

- **Objective 2:** pre/post-program evaluations completed by program participants. Evaluations will include questions about perceived improvement in ability to perform certain tasks.
- **Objective 3:** follow-up contacts with Extension clientele within two years of initial contact or program attendance. Clients will be asked whether they were successful at accessing financing, acquiring farmland, writing a marketing and/or business plan, creating enterprise or cash flow budgets, conducting investment analyses, and/or using other economic analysis to inform business decisions.
- **Objective 4:** follow-up contacts with Extension clientele within five years of initial contact or program attendance. We will ask clientele if they succeeded at starting a business, increasing returns, or reducing costs, or diversifying their market(s). If so, we will ask them to report the amount of increased returns or reduced costs.
- **Objective 5:** pre-/post-test evaluations administered to measure changes in knowledge after participation in the educational programs. Methods will include Likert-scales to assess participants' attitudes.

OUTCOMES AND IMPACTS

Outcomes for measurement of objectives

- **Objective 1:** Percent of participants at group learning events increased their knowledge of topics presented.
- **Objective 2:** Percent of participants at group learning events improved their ability to perform tasks covered.
- **Objective 3:** Percent of clients who consulted with IFAS Extension or attended a group learning event were successful at obtaining financing for agricultural investments, acquiring land, writing a marketing and/or business plan, creating enterprise or cash flow budgets, and/or conducting investment analyses to inform decision making.
- **Objective 4:** Percent of clients who consulted with IFAS Extension or attended a group learning event were successful at starting a farm or food business. Percent of clients who consulted with IFAS Extension or attended a group learning event were successful at increasing their business revenue by at least 5% or for an estimated combined amount. Percent of clients who consulted with IFAS Extension or attended a group learning event were successful at reducing their business costs by 10% or by an estimated combined amount.
- **Objective 5:** Percent of producers and decision-makers who reported an increase in their knowledge of the agricultural industry or policy issues after participating in an IFAS Extension program.

Impact

Ultimately, we expect the impacts of our programs to include increased rates of business start-up, retention, or expansion, as well as increased income, jobs, and value-added from farms and other food, agricultural, and natural resource-related businesses. Additionally, we strive to improve resource-use efficiency and productivity, and support more informed community/state decision making. By increasing awareness of evidence-based information, Extension can help agricultural producers and policy makers understand the implications of policy decisions. Agricultural operations will be better prepared for the realities of operating a business, with management tools, financial analysis, and market research. Clientele will support new enterprises that meet existing and emerging market demands that are consistent with IFAS' commitment to economic development.

NEEDS

Additional personnel and resources are needed to fully achieve these objectives. Specific needs have been identified as follows:

- Fill Food & Resource Economics Department extension faculty positions left vacant by departures and retirements.
- Add a new farm management specialist position in the Food & Resource Economics Department, whose primary responsibility would be to coordinate overall agribusiness curriculum development and assist in program delivery.

- Add two new farm management/agricultural economics-based regional specialized extension agents located in Central and South Florida, whose primary responsibilities would be tied closely with this extension program to adapt programming to the needs of clientele in these regions.
- Technical support to improve web presence and technology development for program-related tools, such as databases, budget calculators, and web apps.
- In-service training should be provided for UF/IFAS personnel in support of this program area.

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RESOURCES

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Supporting Tables and Figures

Table 1. Florida agriculture overview

Farms Operations	
Farm Area Operated, Acres / Operation	201
Farm Operations - Number	47,000
Farm Acres Operated	9,450,000
Livestock Inventory	
Cattle, Cows, Beef - Inventory (Jan. 2018)	886,000
Cattle, Cows, Milk - Inventory (Jan. 2018)	124,000
Cattle, Incl Calves - Inventory (Jan. 2018)	1,630,000
Goats, Meat & Other - Inventory (Jan. 2018)	45,000
Goats, Milk - Inventory (Jan. 2018)	10,000
Hogs - Inventory (Dec. 2017)	15,000
Chickens, Broilers - Production (Head)	65,200,000
Milk Production	
Milk - Production, Lb/Head	20,129
Milk - Production, \$	536,640,000
Milk - Production, Lb	2,496,000,000

Source: USDA-NASS, Annual Surveys, as of Feb 04, 2019

Table 2. Florida crops planted, harvested, yield, production quantity, price and value, 2017 (sorted by value)

Commodity	Planted Acres	Harvested Acres	Yield Per Acre	Production	Price Per Unit (marketing year avg)	Value of Production (Dollars)
Oranges		367,500	187 Boxes	3,098,000 Tons	14.98 \$ / Box	1,031,049,000
Oranges, Processing					14.72 \$ / Box	972,015,000
Oranges, Fresh Market					21.06 \$ / Box	59,034,000
Strawberries	10,800	10,700	225 Cwt	2,407,500 Cwt	140 \$ / Cwt	336,894,000
Tomatoes, Fresh, In The Open	29,000	28,000	300 Cwt	8,400,000 Cwt	32.8 \$ / Cwt	262,020,000
Peppers, Bell	13,500	13,100	335 Cwt	4,388,500 Cwt	47 \$ / Cwt	206,260,000
Sweet Corn, fresh	41,700	39,000	140 Cwt	5,460,000 Cwt	29 \$ / Cwt	158,340,000
Peanuts	195,000	185,000	3,450 Lb	638,250,000 Lb	0.229 \$ / Lb	153,850,000
Cucumbers	26,000	25,900	205 Cwt	5,309,500 Cwt	25.9 \$ / Cwt	137,601,000
Melons						
Melons, Watermelon	20,000	19,500	395 Cwt	7,702,500 Cwt	17.6 \$ / Cwt	135,564,000
Melons, Cantaloupe	2,300	2,200	260 Cwt	572,000 Cwt	18 \$ / Cwt	10,296,000
Potatoes	29,000	28,700	250 Cwt	7,175,000 Cwt	17.4 \$ / Cwt	124,845,000
Hay (Excl Alfalfa)		300,000	2.5 Tons	750,000 Tons	157 \$ / Ton	117,000,000
Grapefruit		33,800	230 Boxes	330,000 Tons	14.3 \$ / Box	110,990,000
Grapefruit, Fresh Market					19.08 \$ / Box	67,496,000
Grapefruit, Processing					10.3 \$ / Box	43,494,000
Blueberries		5,200	3,840 Lb	20,070,000 Lb	4.23 \$ / Lb	84,633,000
Beans, Snap	24,400	23,900	58 Cwt	1,386,200 Cwt	51.8 \$ / Cwt	70,793,000
Cotton						
Cotton, Upland	99,000	98,000	759 Lb	155,000 480 Lb Bales	0.729 \$ / Lb	52,454,000
Cotton, Cottonseed				44,000 Tons	100 \$ / Ton	4,545,000
Cabbage	8,000	7,600	360 Cwt	2,736,000 Cwt	15.5 \$ / Cwt	41,983,000
Tangerines		9,400	172 Boxes	77,000 Tons	22.25 \$ / Box	36,046,000
Tangerines, Fresh Market					33.4 \$ / Box	28,524,000
Tangerines, Processing					9.82 \$ / Box	7,522,000
Squash	5,900	5,700	130 Cwt	741,000 Cwt	40.3 \$ / Cwt	29,713,000
Corn	75,000					
Corn, Grain		37,000	161 Bu	5,957,000 Bu	4.47 \$ / Bu	24,722,000
Corn, Silage		35,000	19 Tons	665,000 Tons		
Avocados		5,500	3.07 Tons	16,900 Tons	477 \$ / Ton	8,014,000
Soybeans	15,000	14,000	34 Bu	476,000 Bu	8.85 \$ / Bu	4,213,000
Wheat, Winter	20,000	14,000	37 Bu	518,000 Bu	4 \$ / Bu	2,072,000
Sugarcane						
Sugarcane, Seed		15,700	44.9 Tons	705,000 Tons		
Sugarcane, Sugar		397,000	40.9 Tons	16,237,000 Tons		
Tangelos				77,000 Tons		

Source: USDA-NASS, Annual surveys.

Table 3. Profile of Florida agriculture and U.S rankings, 2012

Item	Quantity	U.S. State Ranking	Number States
Market Value Of Agricultural Products Sold (\$1,000)			
Total value of agricultural products sold	7,701,532	21	50
Value of crops, including nursery and greenhouse	5,969,399	13	50
Value of livestock, poultry, and their products	1,732,133	30	50
Value Of Sales By Commodity Group (\$1,000)			
Grains, oilseeds, dry beans, and dry peas	75,177	41	50
Tobacco	1,411	13	19
Cotton and cottonseed	73,256	13	17
Vegetables, melons, potatoes and sweet potatoes	1,348,961	2	50
Fruit, tree nuts, and berries	1,847,805	3	50
Nursery, greenhouse, floriculture and sod	1,716,531	2	50
Cut Christmas trees and short rotation woody crops	3,273	13	49
Other crops and hay	902,985	6	50
Poultry and eggs	378,453	25	50
Cattle and calves	531,869	28	50
Milk from cows	508,847	17	50
Hogs and pigs	2,158	38	50
Sheep, goats, wool, mohair, and milk	4,978	35	50
Horses, ponies, mules, burros, and donkeys	162,322	2	50
Aquaculture	88,463	6	50
Other animals and other animal products	55,043	8	50
Top Crop Items (acres)			
Oranges, all	465,001	1	7
Sugarcane for sugar	401,491	1	4
Forage-land used for all hay and haylage, grass silage	398,231	36	50
Vegetables harvested, all	251,011	5	50
Valencia oranges	243,150	1	6
Top Livestock Inventory Items (number)			
Broilers and other meat-type chickens	11,031,656	20	50
Layers	9,386,611	13	50
Cattle and calves	1,675,323	17	50
Pullets for laying flock replacement	1,644,472	19	50
Quail	339,734	7	49

Source: USDA-NASS, 2012 Census of Agriculture, Volume 1, Geographic Area Series.

Table 4. Florida farm and farmer characteristics (2012)

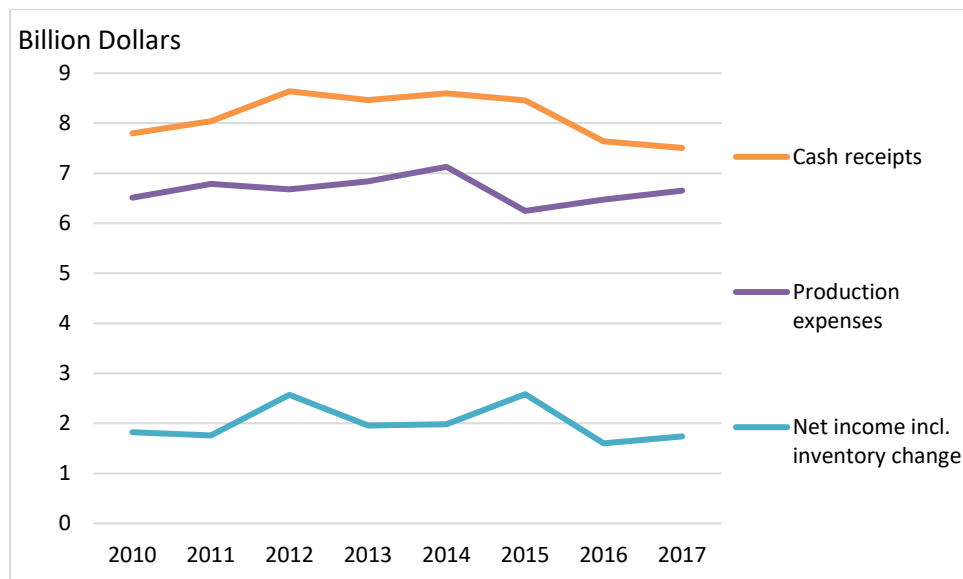
Economic Characteristics	Quantity
Farms by value of sales	
Less than \$1,000	16,363
\$1,000 to \$2,499	4,900
\$2,500 to \$4,999	4,980
\$5,000 to \$9,999	5,125
\$10,000 to \$19,999	4,421
\$20,000 to \$24,999	1,265
\$25,000 to \$39,999	2,102
\$40,000 to \$49,999	896
\$50,000 to \$99,999	2,464
\$100,000 to \$249,999	2,033
\$250,000 to \$499,999	1,166
\$500,000 or more	2,025
Total farm production expenses (\$1,000)	6,484,515
Average per farm (\$)	135,830
Net cash farm income of the operations (\$1,000)	1,498,196
Average per farm (\$)	31,382
<u>Farm Operator Characteristics</u>	
Principal operators by primary occupation	
Farming	22,902
Other	24,838
Principal operators by sex	
Male	37,745
Female	9,995
Average age of principal operator	59.8
Operators by race	
American Indian or Alaska Native	618
Asian	1,310
Black or African American	1,980
Native Hawaiian or Other Pacific Islander	85
White	68,753
More than one race	409
All operators of Spanish, Hispanic or Latino Origin	6,668

Sources: USDA-NASS, 2012 Census of Agriculture, Volume 1, Geographic Area Series.

Table 5. Economic contributions of agriculture, natural resources and food industry groups in Florida in 2016

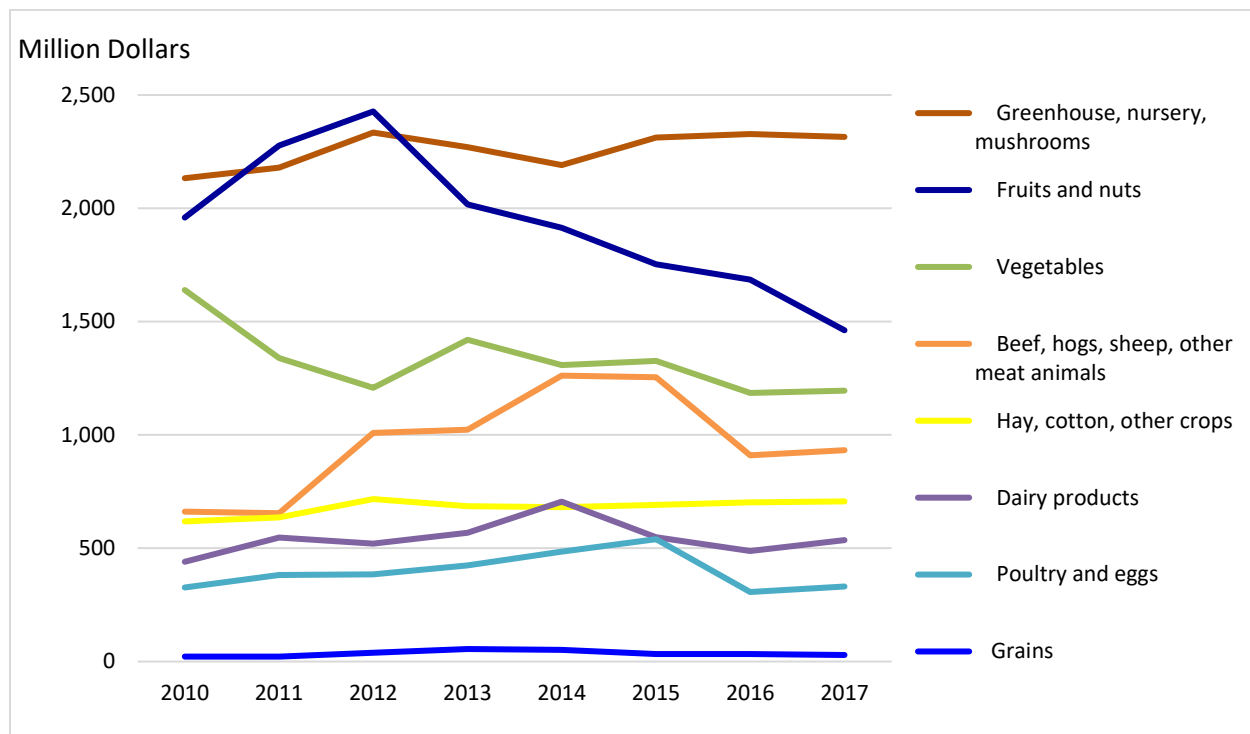
Industry Group	Direct Employment (Jobs)	Direct Output (M\$)	Domestic and International Exports (M\$)	Employment Contrib. (Jobs)	Output Contrib. (M\$)	Value Added Contrib. (M\$)	Labor Income Contrib. (M\$)	Other Property Income Contrib. (M\$)	Production and Imports Tax Contrib. (M\$)
Food & Kindred Products Distribution	1,213,129	92,755	15,219	1,622,844	157,058	92,959	54,469	28,123	10,367
Agricultural Inputs & Services	187,630	18,521	8,631	250,632	28,709	13,522	8,803	4,073	646
Crop, Livestock, Forestry & Fisheries Production	144,130	10,593	5,179	176,569	15,634	8,769	6,339	2,135	294
Food & Kindred Products Manufacturing	61,797	28,609	12,242	124,766	39,403	12,960	6,491	5,517	953
Nature-based Recreation (Golf Courses)	27,704	1,872	770	36,979	3,306	1,970	1,168	703	99
Mining	25,907	4,369	1,032	36,911	6,367	2,431	852	1,389	191
Forest Products Manufacturing	22,403	8,793	4,629	45,570	12,721	4,615	2,693	1,684	238
Total	<u>1,682,699</u>	<u>165,512</u>	<u>47,702</u>	<u>2,294,272</u>	<u>263,197</u>	<u>137,226</u>	<u>80,815</u>	<u>43,624</u>	<u>12,788</u>

Employment represents full-time and part-time jobs. Monetary values are given in millions of dollars. Total contribution estimates include regional multiplier effects. Source: Court et al, 2018.

Figure 1. Florida farm gross receipts, production expenses and net income, 2010-17

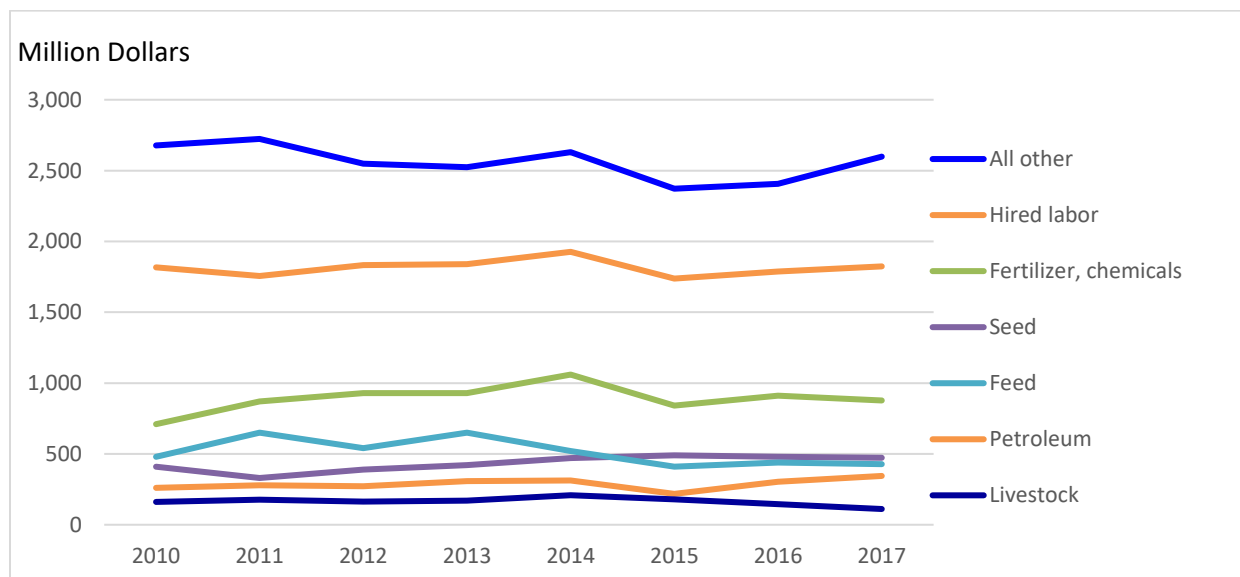
Source: U.S. Department of Commerce, Bureau of Economic Analysis

Figure 2. Florida gross farm commodity income, 2010-17



Source: U.S. Department of Commerce, Bureau of Economic Analysis

Figure 3. Florida farm production expenses, 2010-17



Source: U.S. Department of Commerce, Bureau of Economic Analysis