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Farm Business Plan Template

For farm and ranch operations preparing an FSA farm loan application or a lender's loan request

Operation name: []

Operators: []

County and state: []

Date: []

Version: []

Template version 1.0, October 2026, by Let's Talk Business Plans.

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How to use this template

- Replace every [bracketed field]. Delete the grey guidance and every shaded box before you send the plan.
- The numbers come from your own records. This template gives no yields, prices, costs, land values, limits or rates. They are yours to enter from your own records, or FSA's or your lender's to give. Every number shown is a labelled example.
- FSA's own forms (for example the balance sheet worksheet) are the forms you file; this plan is the narrative and schedules around them. Ask your FSA county office which forms your loan needs.
- Fill in the schedules first: the training and experience record (4.1), production history (5.2), enterprise budgets (5.3), the land, buildings and equipment schedule (5.4), the balance sheet (8.1) and the cash flow budget (8.2). They give you the numbers the other sections ask for.
- Build the five-year projections in the free Excel workbook from Let's Talk Business Plans, then copy the summary figures into section 8: letstalkbusinessplans.com/posts/excel-business-plan-templates-free-download. Section 8.3 says what the workbook can and cannot take from this file.
- The SBA says: "When you write your business plan, you don't have to stick to the exact business plan outline." ([SBA: Plan your business](#)). Use the sections that make the most sense for your operation.

Which program?

- FSA direct loan: FSA funds and services the loan. You apply to FSA (7 CFR 761.2).
- FSA-guaranteed loan: a lender makes and services the loan and FSA guarantees it. You apply to a lender, which applies for the guarantee (7 CFR 761.2; 7 CFR 762.110). FSA keeps a list of lenders and makes it available to farmers on request (7 CFR 762.101(b)). Ask your FSA office.
- USDA Rural Development (separate from FSA farm loans; not covered here): ask Rural Development.
- A commercial agricultural lender with no FSA guarantee: you apply to the lender. Ask what it wants in the plan.
- This box holds no limits, rates or eligibility rules. Ask your FSA county office which route fits you.

Application Fast Track

- FSA may process some direct loan applications through Application Fast Track, which uses financial benchmarks instead of a farm operating plan (7 CFR 761.104(i)). Ask your FSA office whether yours qualifies.

Rules

- This template quotes FSA's regulation (7 CFR, as read on eCFR on October 20, 2026; the text is current as of 2026-10-16) only to show what to gather. It states no eligibility rule, limit or rate. Your FSA office or lender decides.

Scope

- Built for farm and ranch operations. FSA's rules say the term "farm" also includes the term "ranch" (7 CFR 761.2, current as of 2026-10-16). Other programs, grants, conservation planning, organic certification and crop insurance are not covered here; ask your FSA or NRCS office. This is a business plan, not an FSA form.

Known limitations of this template

- Not an FSA form and not a substitute for FSA's forms. FSA's own forms (for example the balance sheet worksheet) are the forms you file; this plan is the narrative and schedules around them. Ask your FSA county office which forms your loan needs.
- It quotes FSA's regulation only as read on eCFR on October 20, 2026. Rules change: FSA's regulation was amended by a final rule published in the Federal Register on September 4, 2026, effective October 1, 2026 (91 FR 56741). Check that any text you rely on is still current.
- No limits, rates, eligibility verdicts, yields, prices or land values are supplied. Application Fast Track criteria are not covered.
- No built-in calculations: Word has none. The schedules lay out the arithmetic.
- The Excel workbook has no non-farm income line, no loan-advance or operating-line row, no per-acre or per-head structure, no production history and no receivables, payables or inventory timing (see 8.3). The cash flow budget in this file (8.2) is the one to work first.
- Checked in LibreOffice only. It has not been opened in Microsoft Word or Google Docs.
- Not legal, tax, accounting, investment or lending advice.

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One-page summary

Fill this in last, from the sections that follow. Keep it to one page. On its own, this page can serve as a short version of the plan.

Item	Your answer
The operation and its enterprises (sections 2 and 5.1)	[]
Acres owned and acres rented (section 2)	[] owned, [] rented
Years farming, and who manages (sections 4 and 4.1)	[]
The loan requested: type, amount, purpose (section 7)	[type], [\$], for [purpose]
Cash flow budget result: inflows minus outflows (section 8.2)	[\$]
What is attached (section 10)	[]

1. Executive summary

How to fill this in (delete before sending)

Write this section last, in one page. Say what the operation grows or raises, how big it is, what the loan is for and what the cash flow budget shows. Keep it plain and short.

Questions to answer in this section:

- What does the operation produce, and on how much land?
 - How long has the operator farmed?
 - What loan are you asking for, and what is it for?
 - What does the cash flow budget show?
-
- The operation: [name], a [crop / livestock / mixed] operation in [county, state].
 - Land: [acres] owned and [acres] rented. Enterprises: [list] (section 5.1).
 - Experience: [years farming and role] (section 4.1).
 - The request: [type of loan] of [\$] for [purpose] (section 7), or: no loan requested.
 - The cash flow budget: inflows of [\$] and outflows of [\$], a result of [\$] (section 8.2).

2. Company description

How to fill this in (delete before sending)

Describe the operation: who owns it, where it is, how much land it uses and what it produces.

If the applicant is an entity, FSA's application list asks for the entity members' address, citizenship, principal occupation and share of ownership, and for a current financial statement from each member and from the entity (7 CFR 764.51(b)(2), current as of 2026-10-16). FSA's rule treats married couples applying as a joint operation differently for some of these items. Ask your FSA office.

Questions to answer in this section:

- Who is the applicant: an individual, a married couple or an entity?
- Where is the operation, and how much land does it use?
- Who operates it day to day?

Legal form: [individual / married couple / entity: type]. Operation name: [].

Location: [county, state]. Acres owned: []. Acres rented: [].

Enterprises: [crops, livestock, other]. Who operates the farm day to day: [name].

Entity members (entities only)

Entity member	Address	Citizenship	Principal occupation	Share owned (percent)
[]	[]	[]	[]	[]
[]	[]	[]	[]	[]
[]	[]	[]	[]	[]
[]	[]	[]	[]	[]

3. Market analysis

How to fill this in (delete before sending)

Describe what you sell, to whom and how, from your own records: contracts, cash markets or direct sales. This template supplies no prices or market figures. Keep your own price records here. FSA's rule says unit prices established by FSA will generally be used, and that an applicant who provides evidence of a premium price may use a higher one (7 CFR 761.104(d), current as of 2026-10-16). If you have that evidence, note it below. Ask your FSA office.

Questions to answer in this section:

- What do you sell, and to whom?
- How is it sold: contract, cash market or direct?
- What records show the prices you receive?

Enterprise	Buyer or market	How it is sold	Where it is delivered or picked up	Price records kept
[]	[]	[contract / cash market / direct / other]	[]	[]
[]	[]	[contract / cash market / direct / other]	[]	[]
[]	[]	[contract / cash market / direct / other]	[]	[]
[]	[]	[contract / cash market / direct / other]	[]	[]

Evidence of a premium price, if any: [].

4. Organization and management

How to fill this in (delete before sending)

Show who runs the operation, who makes decisions and who does the work, family and hired. Then fill in the training and experience record (4.1), the farm-ownership experience checklist (4.2) and the goals and training plan (4.3).

Planned hires go in the Excel workbook: Assumptions tab, payroll section (role, headcount, annual salary, start month).

Questions to answer in this section:

- Who owns, manages and works the operation?
- Who do you need to hire, and when?

Person or role	What they do	Owner, family or hired	Part-time or full-time
[]	[]	[]	[]
[]	[]	[]	[]
[]	[]	[]	[]
[]	[]	[]	[]

Advisors: [accountant], [attorney], [insurance agent], [crop adviser or extension contact].

4.1 Training and experience record

What FSA lists

- FSA lists education, on-the-job training and farming experience as ways to show managerial ability, “as determined by the Agency” (7 CFR 764.101(i), current as of 2026-10-16). The application lists a written description of farm training and experience, including each entity member who will manage or operate the farm (7 CFR 764.51(b)(3)). Ask your FSA office how your record is counted, and how older experience is counted.

One row per person. Every cell is your own entry; this template gives no verdict on whether a record is enough.

Person	Education	On-the-job training	Farming experience (years, role, operation)	Other
[]	[]	[]	[]	[]
[]	[]	[]	[]	[]
[]	[]	[]	[]	[]
[]	[]	[]	[]	[]

4.2 Farm-ownership experience checklist

FSA's rule for direct farm ownership loans is worded for an entity: "at least one member who will be the operator of the family farm, must have participated in the business operations of a farm for at least 3 years out of the 10 years prior to the date the application is submitted" (7 CFR 764.152(d), current as of 2026-10-16). Ask your FSA office whether and how it applies to you. Listed experiences can substitute for up to 2 of the 3 years. Tick the ones that apply to you.

- ☐ (i) Not less than 16 credit hours of post-secondary education in an agriculture-related field;
- ☐ (ii) Successful completion of a farm management curriculum offered by a cooperative extension service, community college, adult vocational agriculture program, non-profit organization, or land-grant college or university;
- ☐ (iii) One (1)-year experience as a farm laborer with substantial management responsibility;
- ☐ (iv) Successful completion of an internship, mentorship, or apprenticeship in day-to-day farm management;
- ☐ (v) Significant business management experience;
- ☐ (vi) Honorable discharge from the armed forces of the United States;
- ☐ (vii) Successful repayment of an FSA financed youth loan; or
- ☐ (viii) Established relationship with a counselor in the Service Corps of Retired Executives (SCORE) program who has experience in farming or ranching, or with Agency-approved local individuals or organizations that are committed to providing mentorship in farming or ranching.

FSA's rule waives the 3-year requirement when both (iii) and (viii) are met (7 CFR 764.152(d)(2)). This is FSA's list as read on eCFR on October 20, 2026; your FSA office decides. The rule is worded for an entity member who will operate the family farm; ask your FSA office how it applies to you and whether it applies to the loan you want.

Experience that applies to the operators: [tick marks above, and details].

4.3 Training plan and goals

FSA's initial farm assessment evaluates, at a minimum, eight items. They include the short- and long-term goals of the operation (with a marketing plan and goals to increase working capital reserves and savings) and a training plan (7 CFR 761.103(b), current as of 2026-10-16). FSA assesses; this section is your preparation, not a form. The applicant must also agree to meet FSA's borrower training requirements (7 CFR 764.101(j)); ask your FSA office what training applies.

Goal	Where you are now	Where you want to be	By when
Short-term goal	[]	[]	[date]
Long-term goal	[]	[]	[date]
Marketing plan (section 6)	[]	[]	[date]
Working capital reserve and savings	[]	[]	[date]
Training you plan to take	[]	[]	[date]

5. Operation

How to fill this in (delete before sending)

The SBA calls this section "Service or product line". For a farm, describe what you grow or raise, on what land and with what equipment ([SBA: Plan your business](#)).

Then fill in the parts below: enterprises (5.1), production history (5.2), enterprise budgets (5.3), land, buildings and equipment (5.4), the records you attach (5.5), credit elsewhere (5.6) and an environmental prompt (5.7).

Questions to answer in this section:

- What does the operation grow or raise?
- What do your records show for the last three years?
- What does each enterprise cost and earn?

5.1 Enterprises

Enterprise	Acres or head	Owned or rented land used	How it is sold	Notes
[]	[]	[]	[]	[]
[]	[]	[]	[]	[]
[]	[]	[]	[]	[]
[]	[]	[]	[]	[]
[]	[]	[]	[]	[]

5.2 Production history, three years

One row per enterprise per year, from your own records. The application lists the last 3 years of farm production records, unless the applicant has been farming less than 3 years (7 CFR 764.51(b)(5), current as of 2026-10-16). Leave the figures out if you do not have records; do not estimate to fill a box.

Enterprise	Year	Acres or head	Total production	Unit	Yield per acre or head	Source of the figure (1 to 5)	Notes (disaster year?)
[]	[year]	[]	[]	[]	[]	[]	[]
[]	[year]	[]	[]	[]	[]	[]	[]
[]	[year]	[]	[]	[]	[]	[]	[]
[]	[year]	[]	[]	[]	[]	[]	[]
[]	[year]	[]	[]	[]	[]	[]	[]
[]	[year]	[]	[]	[]	[]	[]	[]

FSA's order for projected yields (7 CFR 761.104(c)(3), current as of 2026-10-16)

Number	Source of a yield, in the order FSA's rule lists them
1	Your own production records for the previous 3 years
2	The per-acre actual production history of the crops produced by the farming operation, used to determine Federal crop insurance payments, if available
3	FSA Farm Program actual yield records
4	County averages
5	State averages

If your production history was substantially affected by a disaster declared by the President or designated by the Secretary of Agriculture, FSA's rule lists options for that year (7 CFR 761.104(c)(4)). Ask your FSA office. This template supplies no averages.

Example — replace with your numbers. A hypothetical operation with made-up enterprises A and B, made-up units and a made-up price; no yield, price or cost here is typical or an FSA figure

Example — replace with your numbers. Table A: three made-up years for Enterprise A.

Year	Units per acre, Enterprise A	Source of the figure
Year 1	46	your records
Year 2	52	your records
Year 3	49	your records
3-year average	49	$(46 + 52 + 49) \div 3 = 147 \div 3$

5.3 Enterprise budgets

One worksheet per enterprise. Income is units per acre or head times the price per unit times the acres or head. Use your own price records; FSA's rule says its own unit prices will generally be used, and a premium price needs evidence (7 CFR 761.104(d)). Ask your FSA office. This template shows no cost benchmark.

Enterprise budget worksheet (copy it for each enterprise)

Line	How to work it out	Your number
Acres or head	Enter	[]
Units per acre or head	From section 5.2	[]
Price per unit	Your records, or the price FSA or your lender uses	[\$]
Income	Acres or head × units per acre or head × price per unit	[\$]
Seed or purchased animals	Enter, per acre or head	[\$]
Feed, fertilizer and chemicals	Enter, per acre or head	[\$]
Fuel and repairs	Enter, per acre or head	[\$]
Hired labor and custom work	Enter, per acre or head	[\$]
Other direct costs	Enter, per acre or head	[\$]
Direct costs, total	Direct costs per acre or head × acres or head	[\$]
Income over direct costs, total	Income – direct costs, total	[\$]
Income over direct costs per acre or head	Income over direct costs ÷ acres or head	[\$]

Example — replace with your numbers. A hypothetical operation with made-up enterprises A and B, made-up units and a made-up price; no yield, price or cost here is typical or an FSA figure

Example — replace with your numbers. Table B: Enterprise A, made-up numbers.

Line	Example, Enterprise A
Acres	200
Units per acre (3-year average from table A)	49
Price per unit	\$6
Income (200 × 49 × \$6)	58,800
Direct costs per acre	\$210
Direct costs, total (200 × \$210)	42,000
Income over direct costs	16,800
Income over direct costs per acre	\$84

Example — replace with your numbers: the price, the costs and the 3-year average are made up to show the arithmetic.

5.4 Land, buildings and equipment schedule

One row per item. Values are your own estimates; say how you reached each one. The application lists a legal description of the farm property owned or to be acquired and, on FSA's request, any leases, contracts, options and other agreements related to the operation (7 CFR 764.51(b)(10), current as of 2026-10-16).

Item	Owned, leased or to buy	Legal description or location	Condition	Value (your estimate and basis)	Lien holder	What is being financed
[]	[]	[]	[]	[\$, basis]	[]	[]
[]	[]	[]	[]	[\$, basis]	[]	[]
[]	[]	[]	[]	[\$, basis]	[]	[]
[]	[]	[]	[]	[\$, basis]	[]	[]
[]	[]	[]	[]	[\$, basis]	[]	[]
[]	[]	[]	[]	[\$, basis]	[]	[]

Leases, contracts and options

Lease, contract or option	Other party	Term	Land or item covered
[]	[]	[]	[]
[]	[]	[]	[]
[]	[]	[]	[]

5.5 Records you attach

Tick what you have. FSA's rule says an applicant need not submit information that already exists in the FSA file and is still current (7 CFR 764.51(g), current as of 2026-10-16). Ask your FSA office.

- ☐ The last 3 years of farm financial records, including tax returns, or a note that you have been farming less than 3 years (7 CFR 764.51(b)(4), current as of 2026-10-16)
- ☐ The last 3 years of farm production records, or the same note (7 CFR 764.51(b)(5), current as of 2026-10-16)
- ☐ Verification of all non-farm income (7 CFR 764.51(b)(8), current as of 2026-10-16)
- ☐ Verification of all debts (7 CFR 764.51(b)(12), current as of 2026-10-16)

5.6 Credit elsewhere

FSA's rules ask direct-loan applicants to show they cannot get sufficient credit elsewhere at reasonable rates and terms (7 CFR 764.101(e), current as of 2026-10-16). The application lists documentation of this (7 CFR 764.51(b)(6)), except for Conservation Loans. Ask your FSA office what documentation it needs.

Lender contacted	Date	Amount asked	Answer and terms offered
[]	[date]	[\$]	[]
[]	[date]	[\$]	[]
[]	[date]	[\$]	[]
[]	[date]	[\$]	[]

5.7 Environmental compliance prompt

The application lists documentation of compliance with FSA's environmental regulations (7 CFR 764.51(b)(7), current as of 2026-10-16). Ask your FSA office which environmental review applies to your request.

What your FSA office told you about environmental review: [].

6. Marketing and sales

How to fill this in (delete before sending)

Describe how you will sell what you produce and when. FSA's initial assessment looks at a marketing plan (7 CFR 761.103(b)(3), current as of 2026-10-16). Name the tools you use to manage risk, such as contracts or insurance, but give no statistics.

Questions to answer in this section:

- How and when do you sell each enterprise?
- Which risk tools do you use?

Enterprise	Sales plan (buyers, method)	Months of sale	Risk tools you use (ask your agent and your FSA office)
[]	[]	[months]	[]
[]	[]	[months]	[]
[]	[]	[months]	[]
[]	[]	[months]	[]

7. Funding request

How to fill this in (delete before sending)

Say what you are asking for and what it is for. Make the amount match section 8 and the uses match the enterprise budgets (5.3) and the cash flow budget (8.2).

This template supplies no limits, rates or terms. Ask your FSA office or lender for current limits and rates. Skip this section if you are not asking for money.

Questions to answer in this section:

- What type of loan, and how much?
- What will the money buy?

Item	Your answer
Loan type	[direct operating / direct farm ownership / FSA-guaranteed through a lender / microloan / other]
Amount requested	[\$]
Terms requested	[]
Purpose, in one line	[]

Use of funds by purpose

Use of funds	Amount	Funding source
Land	[\$]	[]
Equipment	[\$]	[]
Livestock	[\$]	[]
Operating inputs (seed, feed, fertilizer, fuel, labor)	[\$]	[]
Refinancing existing debt	[\$]	[]
Other	[\$]	[]
Total	[\$]	

8. Financial projections

How to fill this in (delete before sending)

FSA's application list asks for a current financial statement and the operation's farm operating plan, "including the projected cash flow budget reflecting production, income, expenses, and loan repayment plan" (7 CFR 764.51(b)(9), current as of 2026-10-16).

Work the balance sheet (8.1) and the cash flow budget (8.2) from your records. Use the free Excel workbook only as a cross-check for the five-year view: letstalkbusinessplans.com/posts/excel-business-plan-templates-free-download. Section 8.3 says what it cannot take.

The farm operating plan is submitted to FSA upon request, and an applicant may ask FSA for help with it (7 CFR 761.104(a), (b), current as of 2026-10-16). Ask your FSA office.

Questions to answer in this section:

- What do you own and owe today?
- Do your inflows cover your outflows?

8.1 Balance sheet

A current financial statement. The groups below are plain groups, not an FSA form. Ask your FSA office or lender which form it wants filled in. Values are your estimates; say how you reached them.

Balance sheet as of [date]

What you own	Value	What you owe	Amount
Cash and bank accounts	[\$]	Operating debt	[\$]
Inventories of crops and livestock	[\$]	Equipment loans	[\$]
Equipment and vehicles	[\$]	Real estate loans	[\$]
Land and buildings	[\$]	Other debts	[\$]
Other assets	[\$]		
Total assets	[\$]	Total debts	[\$]

Net worth (total assets – total debts): [\$].

8.2 Cash flow budget

FSA defines it this way (7 CFR 761.2, current as of 2026-10-16): “Cash flow budget is a projection listing all anticipated cash inflows (including all farm income, nonfarm income and all loan advances) and all cash outflows (including all farm and nonfarm debt service and other expenses) to be incurred during the period of the budget.” It may be completed for a 12-month period, “a typical production cycle” or the life of the loan, as appropriate. Pick the period your FSA office or lender asks for.

Cash flow budget for [period]

Inflows	Amount	Outflows	Amount
Farm income, Enterprise 1	[\$]	Farm operating expenses	[\$]
Farm income, Enterprise 2	[\$]	Household living	[\$]
Non-farm income	[\$]	Income and self-employment taxes	[\$]
Loan advances	[\$]	Existing debt payments	[\$]
Other inflows	[\$]	New loan payment	[\$]
		Other outflows	[\$]
Total inflows	[\$]	Total outflows	[\$]

Result: total inflows – total outflows = [\$].

FSA's definition: “Feasible plan means when an applicant or borrower's cash flow budget or farm operating plan indicates that there is sufficient cash inflow to pay all cash outflow.” (7 CFR 761.2). The rule asks FSA to consider a reasonable cash flow margin (7 CFR 761.104(f)) and states no amount. Ask your FSA office.

Monthly version. FSA's rules describe a monthly cash flow budget as one with a breakdown of cash inflows and outflows for each month and the expected outstanding operating credit balance at the end of each month (7 CFR 761.2). Write the month your harvest and sales fall in yourself; the blank grid supplies no pattern.

Monthly cash flow budget

Month	1	2	3	4	5	6	7	8	9	10	11	12
Farm income	[\$]	[\$]	[\$]	[\$]	[\$]	[\$]	[\$]	[\$]	[\$]	[\$]	[\$]	[\$]
Non-farm income	[\$]	[\$]	[\$]	[\$]	[\$]	[\$]	[\$]	[\$]	[\$]	[\$]	[\$]	[\$]
Loan advances	[\$]	[\$]	[\$]	[\$]	[\$]	[\$]	[\$]	[\$]	[\$]	[\$]	[\$]	[\$]
Total inflows	[\$]	[\$]	[\$]	[\$]	[\$]	[\$]	[\$]	[\$]	[\$]	[\$]	[\$]	[\$]
Farm operating expenses	[\$]	[\$]	[\$]	[\$]	[\$]	[\$]	[\$]	[\$]	[\$]	[\$]	[\$]	[\$]
Household living	[\$]	[\$]	[\$]	[\$]	[\$]	[\$]	[\$]	[\$]	[\$]	[\$]	[\$]	[\$]
Taxes	[\$]	[\$]	[\$]	[\$]	[\$]	[\$]	[\$]	[\$]	[\$]	[\$]	[\$]	[\$]
Existing debt payments	[\$]	[\$]	[\$]	[\$]	[\$]	[\$]	[\$]	[\$]	[\$]	[\$]	[\$]	[\$]
New loan payment	[\$]	[\$]	[\$]	[\$]	[\$]	[\$]	[\$]	[\$]	[\$]	[\$]	[\$]	[\$]
Total outflows	[\$]	[\$]	[\$]	[\$]	[\$]	[\$]	[\$]	[\$]	[\$]	[\$]	[\$]	[\$]
Inflows – outflows	[\$]	[\$]	[\$]	[\$]	[\$]	[\$]	[\$]	[\$]	[\$]	[\$]	[\$]	[\$]
Operating credit balance, end of month	[\$]	[\$]	[\$]	[\$]	[\$]	[\$]	[\$]	[\$]	[\$]	[\$]	[\$]	[\$]

Months in which the operating credit balance is highest: [].

Example — replace with your numbers. A hypothetical operation with made-up enterprises A and B, made-up units and a made-up price; no yield, price or cost here is typical or an FSA figure

Example — replace with your numbers. Table C: an annual cash flow budget, made-up numbers.

Inflows	\$	Outflows	\$
Enterprise A sales	58,800	Enterprise A direct costs	42,000
Enterprise B sales	24,000	Enterprise B direct costs	15,000
Non-farm income	30,000	Overhead (insurance, repairs, utilities)	12,000
		Household living	26,000
		Income and self-employment taxes	4,000
		Existing debt payments	6,000
		New loan payment	5,000
Total	112,800	Total	110,000

Example — replace with your numbers: inflows 112,800 – outflows 110,000 = 2,800. This only shows the arithmetic. FSA's rules ask it to consider a reasonable cash flow margin (7 CFR 761.104(f)) and state no amount; ask your FSA office how your margin is viewed. No loan amount, rate or term is given behind the new loan payment.

8.3 Workbook bridge

What the Excel workbook can and cannot take from this file

- Fits: up to five revenue lines (Assumptions tab, B10), so one line per enterprise, as units × price; seasonality by calendar month (B28) for harvest timing; a six-month ramp-up (B19), which a farm in full production may not want; payroll by role (B43); Owner draws per month (B102), where household living costs can go (a modeling choice, not a rule); startup lines Equipment (B62), Initial inventory (B67) and Working-capital reserve (B74); Loan amount (B97); Owner equity (B100).
- Results: Lowest month-end cash in the year is on the Key Ratios tab (B18); the debt service coverage ratio rows are B15 and B16.
- Does not fit: no non-farm income line, no loan-advance or operating-line row, no per-acre or per-head structure, no production history and no land purchase line beyond startup items.
- The workbook's Sources & Notes tab (B13) says: “No receivables, payables or inventory timing”. Crops sold months after the costs cannot be timed except through seasonality. The monthly cash flow budget in 8.2 is the one to work for FSA; the workbook is a cross-check for the five-year view.

9. Risks and what you'll do

How to fill this in (delete before sending)

For each risk, change the matching number in the enterprise budget (5.3) or the cash flow budget (8.2) and note what happens to cash. Then write what you would do. No probabilities needed. For insurance, ask your agent and your FSA office.

Questions to answer in this section:

- What could cut income or raise costs, and how long could your cash last?

Risk	What to change	Effect on cash	Your plan (reserve or action)
Weather and yield loss	Lower the yield in 5.3	[]	[]
A price drop	Lower the price per unit in 5.3	[]	[]
An input cost rise	Raise direct costs in 5.3	[]	[]
A key person unable to work	Add hired labor to 8.2	[]	[]
A lease lost	Remove that land from 5.1 and 5.4	[]	[]
Equipment failure	Add repair or replacement cost to 8.2	[]	[]

10. Appendix: FSA application checklist

This appendix is an addition by Let's Talk Business Plans, not one of the SBA's sections. Each row cites its 7 CFR section (current as of 2026-10-16). The list is paraphrased from FSA's regulation to show what to gather; your FSA office decides what your loan needs. Items 14 to 16 apply to certain loan types only; ask your FSA office.

Direct loans: 7 CFR 764.51(b), current as of 2026-10-16

Item	FSA direct loan application: what to gather	7 CFR section (current as of 2026-10-16)	Where in this plan	Status
1	The completed FSA application form	764.51(b)(1)	FSA form	[]
2	Entities: member list, and a financial statement from each member and the entity	764.51(b)(2)	Sections 2 and 8.1	[]
3	A written description of farm training and experience	764.51(b)(3)	Section 4.1	[]
4	The last 3 years of farm financial records, including tax returns	764.51(b)(4)	Section 5.5	[]
5	The last 3 years of farm production records	764.51(b)(5)	Section 5.2	[]
6	Documentation that credit is not available elsewhere on reasonable rates and terms (not for Conservation Loans)	764.51(b)(6)	Section 5.6	[]
7	Documentation of compliance with FSA's environmental regulations	764.51(b)(7)	Section 5.7	[]
8	Verification of all non-farm income	764.51(b)(8)	Section 5.5	[]
9	A current financial statement and the farm operating plan, including the projected cash flow budget	764.51(b)(9)	Sections 8.1 and 8.2	[]
10	A legal description of the farm property owned or to be acquired; leases, contracts and options on request	764.51(b)(10)	Section 5.4	[]
11	Payment for a credit report	764.51(b)(11)	Ask your FSA office	[]
12	Verification of all debts	764.51(b)(12)	Section 5.5	[]
13	Any additional information FSA deems necessary	764.51(b)(13)	Ask your FSA office	[]

Guaranteed loans: 7 CFR 762.110, current as of 2026-10-16. Ask your lender which size line applies.

Loan size	Guaranteed loan application: what the lender submits	7 CFR section (current as of 2026-10-16)	Where in this plan
Smaller loans	The application form; a loan narrative, including a plan for servicing the loan; a balance sheet; a cash flow budget; a credit report	762.110(c)	Sections 7, 8.1 and 8.2
Larger loans	Everything for smaller loans, plus verification of income; verification of debts above an amount FSA sets; three years of financial history; three years of production history (for standard eligible lenders only); proposed loan agreements; and, if construction or development is planned, the plans, specifications and development schedule	762.110(d)	Sections 4.1, 5.2, 5.5 and 8

Sources for the rules quoted in this template: FSA's regulation, 7 CFR sections 761.2, 761.103, 761.104, 762.101, 762.110, 764.51, 764.101 and 764.152, as read on eCFR on October 20, 2026 (current as of 2026-10-16); the Federal Register final rule 91 FR 56741, published September 4, 2026; and the SBA page Plan your business, opened October 20, 2026.