

# Measuring Performance:

A Study on How to Evaluate  
a Proposed Farmbudsman  
Program to Serve Solano  
and Yolo Counties

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## Executive Summary

**T**he *Food Chain Cluster: Integrating the Food Chain in Solano & Yolo Counties to Create Economic Opportunity and Jobs*, released in May 2011 by the County of Solano, served as the impetus for the Solano and Yolo Counties Joint Economic Summit that was held six months later. Nearly 130 stakeholders representing government, agriculture, food processors, banking and academia gathered for the objective of creating strategic action plans to “add more value to agriculture.” The all-day event featured several presentations on related research and trends as well as facilitated discussions leading to eight strategic action plans and three broad themes. This report focuses on the theme of Building Public-Private Partnering and the action area of putting an ombudsman for agriculture in place. Specifically, this report explores how performance measures can provide the stewards of a public-private partnership valuable information on the effectiveness of a proposed bi-county agriculture ombudsman (farmbudsman) program.

A qualitative, case study design research approach was used to understand the purpose, accomplishments, challenges and lessons learned from the Solano County and Marin County ombudsman programs. This information was paired with the expectations articulated by stakeholders as they met to define the scope of and the funding mechanism for the proposed public-private joint agricultural farmbudsman program to serve Solano and Yolo counties. An email survey was sent to Joint Economic Summit participants and to members of area agriculture organizations, including the farm bureaus in Solano and Yolo counties.

**KEY INFORMANT INTERVIEWS:** The key informants suggested a bi-county farmbudsman program may benefit from a greater opportunity to provide value-added services as a result of encompassing a larger population of farms. While the scale and opportunities could create operational efficiencies for a farmbudsman program, the informants noted that these gains could be offset by the variations in the respective approaches to the regulatory process in both counties. The activities of the farmbudsman could help facilitate harmonizing those differences, but that would be an incidental benefit and not a specific work activity of the farmbudsman. The program could face political pressures to ensure equality of results in both counties, which would compromise the intent of the farmbudsman program to be a neutral resource for both the applicants and the regulatory agency. This might be mitigated by the selection of performance measures for the program that reflect its impact on the two-county region, not the individual counties. The informants suggested the performance measures should reflect the different aspects of the program, including work activity, regulatory process improvement, and projects delivered.

**FARMBUDSMAN SURVEY:** Respondents to the survey made a clear distinction between the navigator role and the consultant role of the proposed farmbudsman. This finding has a significant impact on the job description of the farmbudsman, the overall work activity, the selection of performance measures, and potential long-term funding strategies.

The target subgroup of farmers and ranchers clearly want a farmbudsman program that meets their needs, which was echoed by all other subgroups that the primary purpose of the program is to assist the agricultural community. All other benefits resulting from the farmbudsman program should be considered ancillary to meeting the primary objective of reducing the burden on farmers to navigate the regulatory process. For the public agency, the potential upside of a successful farmbudsman program is a more efficient regulatory operation over time and an expanded agriculture economy, which in turn provides for a positive tax consequence. The latter, however, is not a prerequisite to the farmbudsman program being deemed successful by the agriculture community.

**CONCLUSIONS AND RECOMMENDATIONS:** Overall, the key informants and survey respondents expressed that a proposed bi-county farmbudsman program would be a value-added endeavor. There is some trepidation that a single farmbudsman can serve both counties without the ongoing acceptance that all improvements to the agriculture industry have a regional benefit. The report makes the following recommendations regarding the farmbudsman program and associated performance measures:

- The primary type of performance measures to evaluate the effectiveness of the farmbudsman program should be subjective measures that focus on the work activity outlined in the yet-to-be-defined work plan and focus on duties related primarily to the navigator role of the farmbudsman.
- A Joint Farmbudsman Oversight Committee that should be established to monitor the programs performance and develop strategies to improve the regulatory process related to agriculture.
- The farmbudsman should track and report work activity statistics, including the number of client interactions and types of outcomes from those interactions, and the status of projects working their way through the regulatory process to the Joint Farmbudsman Oversight Committee.
- Each county should incorporate into their respective annual crop and livestock reports a section to chronicle the activities of the farmbudsman program.
- The farmbudsman should work with the University of California Cooperative Extension, Small Business Development Center and other agriculture service providers at the local, state and federal level to develop a menu of applicable services and programs. This will expand client access to consulting services and allow the farmbudsman to focus primarily on the core navigation role.

**SELECT RESULTS FROM THE FARMBUDSMAN SURVEY**

**Importance of Potential Attributes of Proposed Farmbudsman:** *Very Important and Important Responses (Farmers/All Others)*

Understands the business demands of farmers



Understands how various regulatory agencies work



**Purpose of Proposed Farmbudsman:** *Strongly Agree/Agree Responses (Farmers/All Others)*

There is a demand for Farmbudsman services in Solano and Yolo counties.



A single Farmbudsman program can serve the needs of both Solano and Yolo counties.



A purpose of the Farmbudsman is to assist the agriculture community in navigating the various regulatory agencies.



A purpose of the Farmbudsman program is to reduce the administrative workload of the regulatory agency.



## Introduction

A key strategic action plan from the Solano and Yolo Counties Joint Economic Summit in November 2011 was a commitment from the respective boards of supervisors to establish an agricultural ombudsman, aka “farmbudsman,” program to service both counties. The scope of duties is to be determined by and program funding is to come from a yet-to-be-established public-private partnership, assuming the interested stakeholders can form such a working partnership. The public sector entities are defined (Solano and Yolo counties); the private portion is not defined yet and could represent a variety of agriculture and community organizations.

This report acknowledges the complexities of establishing a farmbudsman program in a multi-jurisdictional environment with potentially competing interests. Overcoming these obstacles will require this more diverse set of stakeholders to define the program goals, short- and long-term objectives, and performance measures. This report explores how performance measures can inform the stewards of this potentially complex public-private partnership on the effectiveness of their investment in the bi-county farmbudsman program.

*The Food Chain Cluster: Integrating the Food Chain in Solano & Yolo Counties to Create Economic Opportunity and Jobs*, released in May 2011 by the County of Solano, served as the impetus for the Solano and Yolo Counties Joint Economic Summit that was held six months later. Nearly 130 stakeholders representing government, agriculture, food processors, banking and academia gathered for the objective of creating strategic action plans to “add more value to agriculture.” The all-day event featured several presentations on related research and trends as well as facilitated discussions leading to eight strategic action plans and three broad themes.

This report focuses on the theme of Building Public-Private Partnering, which includes two action areas:

1. transform the role of government from regulator to partner; and
2. put an ombudsman for agriculture in place.

The latter was presumed by the attendees to be an essential first step toward the first action area; as such, it was the area that was more fully explored in this report. Specifically, this report explores the types performance measures to be used in measuring the effectiveness of the proposed bi-county agriculture ombudsman (farmbudsman) program.



*“Generating \$2.5 billion in 2009, the Food Chain represents 10% of the total economic output in Solano and Yolo counties. ... Exploring new opportunities and further developing industries unique to the region in all segments of the Food Chain will lead to continued economic growth and prosperity in this sector.”*

*– The Food Chain Cluster Report*

### *Purpose of the Research*

Prior to the Solano and Yolo Counties Joint Economic Summit in November 2011, the Solano County Agriculture Advisory Committee and the Yolo Ag and Food Alliance (YAFA) were briefed on the Food Chain Cluster report and the upcoming summit. Each group expressed a desire that the summit would result in a commitment to re-establish a short-lived Solano County agricultural ombudsman program in a more expanded capacity to serve both counties. This echoed recommendations from the Yolo County Regional Food Forum held in July 2010, which YAFA helped orchestrate. Its No. 2 priority project was to “establish a position for a regulatory ombudsman for Yolo and Solano Counties. This position will assist all producers in the region in navigating permits and compliance with regulations, as well as advocating for farmers when appropriate.”

A precursor to those events was a series of studies known as the *Agriculture Futures Project* conducted by the University of California Agricultural Issues Center that examined the nature of the agriculture industry in Solano County and made recommendations designed to ensure the long-term economic viability of the industry. Yolo County conducted a similar study using the same consultants, *Sharpening the Focus of Yolo County Land Use Policy*. The findings of these studies were incorporated into the updates of the general plans of Solano and Yolo counties, in 2008 and in 2009 respectively. These policy and land use changes, and the subsequent specific plans implementing the changes, have altered how farming could be conducted and the regulatory process imposed by the counties on farmers, ranchers and processors. Overall, the agricultural community saw the immediate and proposed changes resulting from the studies as encouraging progress toward sustaining and expanding their operations. Yet, they wanted “more agriculture-related expertise in County government.” To that end, the concept for agricultural ombudsman programs were outlined in the implementation actions of the respective general plans of the two counties.

### *Defining the Perceptions of an Ombudsman*

The expectations outlined in the general plans of the two counties articulate a desire for the ombudsman role to be more focused on a navigating role. The counties envisioned the ombudsman shepherding agriculture entrepreneurs through various government agencies. Solano County consulted with Marin County in developing its former ombudsman program. The process Solano County chose differed from Marin County; however, it did incorporate Marin’s dual-track nature of the function: assist agriculture customers through mandatory bureaucracies and train regulators and policy makers to better understand and appreciate the demands of the agriculture customer. Solano County placed agriculture experts in the respective regulatory departments where potential clients would interact versus housing the expertise in an advisory department.

**Table 1: Analysis of Farms in Solano and Yolo Counties, 2007**

**Number of Farms**

Solano	890
Yolo	983
Combined	1,873

**Acres in Farming**

Solano	358,225
Yolo	479,858
Combined	838,083

**Percent of Total Land in Farming**

Solano	67%
Yolo	83%
Combined	76%

**Value of Agriculture Products Sold**

Solano	\$244,295,000
Yolo	\$384,219,000
Combined	\$628,514,000

*Source: 2007 Census of Agriculture, U.S. Department of Agriculture National Agriculture Statistics Service*

**Table 2: Analysis of Farms by Size in Solano and Yolo Counties, 2007**

Solano	Yolo	Combined	% of Total Farms
<b>1 to 9 acres</b>			
232	146	378	20%
<b>10 to 49 acres</b>			
320	311	631	33%
<b>50 to 179 acres</b>			
145	204	349	19%
<b>180 to 499 acres</b>			
85	147	232	12%
<b>500 to 999 acres</b>			
41	69	110	6%
<b>1,000 or more acres</b>			
67	106	173	9%

Source: 2007 Census of Agriculture, U.S. Department of Agriculture National Agriculture Statistics Service

Solano County established an agricultural ombudsman program in 2008; Yolo County has not yet implemented its “farmbudsman” program. Solano County’s ombudsman worked in the Department of the Agricultural Commissioner and Sealer of Weights and Measures with the function of being “a liaison and ombudsman to growers, producers, food processors and the agricultural communities.”

The agricultural ombudsman position described in the Solano County 2008 General Plan includes the duties of creating “strategic marketing plans” and serving “as an intermediary between county officials and local agricultural businesses.” This resulted in the job classification title of Farm Assistance, Revitalization and Marketing (FARM) coordinator. The Yolo County 2009 General Plan refers to the position as “an Agricultural Permit Coordinator position (“farmbudsman”) to assist farmers and ranchers with the permitting process, including assistance with agricultural permitting and standards.”

A companion position was established in the Solano County Department of Resource Management. This principal planner was to “work closely with the FARM coordinator providing technical, regulatory, and governmental change and support.” This position required an “experienced planning practitioner who has the latitude to deal with and solve the advanced aspects and problems of agricultural planning.” The objective was for these two positions to work in tandem to help the agricultural community move projects through the system that would expand the viability of the overall agriculture industry. As a result of recession-oriented budget cuts, both positions were eventually deleted as they became vacant in 2009 and 2010.

When the counties of Solano and Yolo held their Joint Economic Summit to explore ways to expand the value of agriculture in the region, stakeholder groups saw this as an opportunity to resurrect the ombudsman program. They were successful to the extent that the supervisors in attendance committed to find the funding for an ombudsman program in the Fiscal Year 2012/2013 budget. The supervisors conditioned the funding on the private sector contributing half of the cost of the program. The summit conversation about the ombudsman program emphasized the former duties of the FARM coordinator, with more weight on assisting farmers and growers through the various regulatory processes. In January 2012, the respective boards of supervisors in Solano and Yolo counties received reports on the summit and the recommended action plans and concurred with the concept of a public-private partnership to establish, fund and maintain a bi-county agricultural ombudsman program.

The process over the last several years to bring the ombudsman concept to its current place in regional public policy development has had enthusiastic advocates and optimism on the anticipated affect the program can have on local agriculture. Due to the short lifespan of the Solano County program, no empirical studies had examined the program’s effectiveness. Anecdotal evidence suggests the program had successes, including setting in motion the

creation of the Solano Grown marketing cooperative and establishing an olive pressing facility in Suisun Valley. This mixture of enthusiasm and optimism over a yet-to-be validated program has the potential for stakeholders to have unrealistic expectations of what the proposed program can accomplish, especially since the proposed bi-county program parameters may not be the same as what Solano County implemented.

### *Defining the Measurement Concept*

The inevitable question to be asked in the evaluation of a program is whether or not it is effective. The problem is determining what constitutes a good measure of effectiveness. This dynamic becomes even more problematic when evaluating the effectiveness of business assistance programs, which essentially is the intended function of the anticipated agricultural ombudsman program. The service provided is only one component of the potential outcomes to be measured.

Business assistance programs, such as those provided by Small Business Development Centers, traditionally use one or more three categories of measurements:

- 1) subjective measures of the client's satisfaction with the services provided;
- 2) estimations by the client as to the impact of the business assistance on their subsequent business performance; and
- 3) objective measures of the client's subsequent sales, job creation, profits or similar data.

Each of these categories is flawed, and each tells only a portion of the story of whether or not a program is effective or has had the desired economic impact. Measures that rely on the perceptions of the client may estimate perceived satisfaction; however, they may fall short of providing an accurate portrayal of the actual accomplishments of business assistance programs.

To reduce this mismatch, experts recommend the use of diagnostic tools during the first encounter to more clearly define the actual needs instead of the client's perceived needs. The farmbudsman will likely encounter this same phenomenon. Prospective clients are likely to come in with what they perceive as a clear understanding of their project and what they want from the regulatory agencies. Their perceived sequence of events may not coincide with the actual myriad of requirements from potentially competing regulatory agencies, or the realities that emerge as the business plan evolves from broad ideas into operational strategies. Helping clients overcome this "liability of newness" is one of the ways that business assistance programs bring value to entrepreneurs. Expressing this value-added concept in objective terms is problematic. How do you quantify resources not wasted by going down the wrong path? The use of attribution measures presumes the client understands the value of the unknown quantities.

## **Characteristics of Subjective, Objective and Attribution Measures**

### **Subjective Measures**

Subjective measures attempt to understand the client's perspective on the value of the program to meet their needs. Client rates:

- Contribution of the program
- Benefit of the overall services received
- Willingness to recommend the program to others
- Impact of the program, such as how the program assisted them in finding customers, adding new products or services, increasing their confidence, etc.
- Consultants relevant knowledge and expertise
- Importance of program to help make strategic decisions

### **Objective Measures**

Objective measures attempt to understand the improvements as a result of the program. The client provides information to measure changes before and after the business assistance, such as:

- Sales data
- Employment data
- Financing obtained
- Changes in operations

### **Attribution Measures**

Attribution measures are a subjective subset of the objective measures. These measures ask the client to estimate how much of the change in objective measures were a result of the value obtained from the business assistance program.



Another way of categorizing measurements of business assistance programs is whether they provide primary or secondary benefits. A primary benefit is the net gain the client receives directly from the assistance programs, such as the improved knowledge and skills. A secondary benefit is the net gain to the overall economy of the jurisdiction that is indirectly derived from the application of the services received from the assistance programs, such as business expansion, sales increases and job creation. One perspective suggests that these net gains must:

- 1) exceed what would have naturally occurred absent the business assistance program, such as growth as a result of an otherwise healthy economy; and
- 2) generate new economic activity for the jurisdiction that does not come at the expense of other firms within the jurisdiction, such as increased exports or job creation.

There is debate as to whether the net gain criteria for evaluating business assistance programs is an unnecessary distinction that ultimately does not yield different findings or conclusions.

## Methodology

A qualitative, case study design research approach was used to understand the purpose, accomplishments, challenges and lessons learned from the Solano County and Marin County ombudsman programs. This information was paired with the expectations articulated by stakeholders as they met to define the scope of and the funding mechanism for the proposed public-private joint agricultural ombudsman program to serve Solano and Yolo counties. It is the supposition of this report that the process of defining program goals, short- and long-term objectives and performance measures will guide the stakeholders toward achievable outcomes that will generate satisfaction, if successful, in the proposed bi-county farmbudsman program.

This report explores how performance measures can provide the stewards of the public-private partnership valuable information on the effectiveness of their investment in the bi-county agricultural ombudsman program. In addition, this report assumes that the various public and private sector partners require different types of information about the program in order to satisfy their individual perceptions of what constitutes an effective bi-county agricultural ombudsman program. Any proposed performance measurement system must attempt to accommodate those differing needs in order for the stewards to make informed decisions about the program, and ultimately sustain the funding for the program.

Data for this study was collected using both a survey and interviews of key informants. An email survey was distributed to a convenience sample of 130

potential respondents: participants of the Solano and Yolo Counties Joint Economic Summit, key individuals familiar with the former Solano County ombudsman program and the proposed bi-county farmbudsman program, and former clients of the Solano County ombudsman program.

To increase the representation of farmers and ranchers in the responses, the survey was made available to members of Solano Grown, Yolo Food and Agriculture Alliance, Davis Farmers Market Association, Solano County Farm Bureau and the Yolo County Farm Bureau. There are overlaps in these organizations but the web-based survey limited responses to one survey per IP address.

### *Terms and Definitions*

For the purpose of this study “stakeholders” is defined as the broad agriculture community, which includes farmers, ranchers, growers, support industries and advocates for local agriculture and land preservation. These stakeholders advocated for the boards of supervisors in Solano and Yolo counties to commit to the establishment of the program. The potential clients of the ombudsman program are a subset of the stakeholder population.

This study, in reflection of the language of the advocates, considers the terms ombudsman and farmbudsman synonymous with the term navigator. These terms are used in their broadest sense to reflect an individual(s) who will work with clients to navigate the regulatory agencies and advocate to those agencies strategies that will achieve mutually beneficial resolutions. This proactive farmbudsman role seeks to avoid the issues that would otherwise generate complaints requiring corrective action. While the farmbudsman may engage with and on behalf of the farmer with regulatory agencies at all levels of government, the primary focus of the regulatory interaction is with the county-level land use and environmental health functions.

Stakeholder satisfaction is defined as the perception by stakeholders that the ombudsman program is meeting their respective expectations. Direct measurement of this perception will require surveying the population and is beyond the scope of this study. This study makes the assumption that operational performance measures linked to program goals and objectives can be used to infer stakeholder satisfaction. In this regard, performance measures will illustrate the degree to which the ombudsman program is meeting the pre-defined expectations. As the program evolves, the surveys of stakeholders would be used to affirm or alter the work plan.

The standard being applied to determine if a measurement is “sufficient” and/or “appropriate” is the ability of that measure, individually or collectively, to justify expenditures on the program. The measures could answer such questions as “Did the program make it easier to navigate the regulatory process?” or “How much did the program increase agricultural production output?” There are challenges to collecting relevant data. Client-reported

data may be under- or over-estimated. Existing data collection methods for economic data can have lag times of two to three years. In addition, caution must be made to identify outcomes that can be directly attributed to the program, and to what degree indirect outcomes can be attributed to the program.

This study defines the public-private partnership as the combination of the County of Solano, the County of Yolo, and any component of the broader agricultural community that makes ongoing monetary and quantifiable in-kind contributions (aka investment) toward the costs of the bi-county ombudsman. From a funding perspective, the County of Solano and the County of Yolo are each committed to 25% of the anticipated funding requirements based on the cost of the former Solano County FARM coordinator position. The private sector would then be responsible for the remaining 50%.

Threats to the internal validity of this study reflect the nature of the agricultural industry. The proposed performance measures may be impacted by changes in economic conditions, applicable laws and regulations, and the world agriculture market. These uncontrollable conditions of history could affect the timing of clients' self-selection process to seek ombudsman services. In addition, the potential pool of clients is limited – a total of 1,873 farms in the two-county region in 2007 – and they represent a subset of the stakeholder group. While the experiences of this subset may influence the larger stakeholder population, external factors beyond the scope of the farmbudsman program may still affect stakeholder opinions.

Threats to the external validity of this study are in the assumption that the Solano County ombudsman program can be replicated into a bi-county operation funded by a public-private partnership. The regulatory structures facing each county are similar, but not the same. The community culture toward agriculture has commonalities, but the differences reflect Bay Area and Sacramento Valley influences. The funding structure is theoretical at this point and is contingent upon the willingness of the private sector to fund a position to help them navigate the public sector. Similar issues could affect the ability of other counties to adopt a comparable farmbudsman program, either as a single county program or a multi-county program.

## Results and Findings

The key informant interviews revealed a consistency in intent, although not necessarily in day-to-day activities, between the Solano County and Marin County ombudsman programs. The purpose of the Solano County agricultural ombudsman program was to address a perception identified in the general plan process that there was a “disconnect” between the agriculture community and the permitting agencies in county government. This disconnect was not one-sided and stemmed from a mutual lack of understanding. The assumption was County staff lacked sufficient knowledge of day-to-day agricultural operations, and the farmers were unfamiliar with the rationale behind the required regulatory processes. This mirrored the experience of the Marin County program; however, its ombudsman genesis was an agricultural summit.

### *Solano County Ombudsmen*

Solano County funded two positions, although their duties are not directly comparable to the Marin County ombudsman program. About one-quarter of the agricultural principal planner time was focused on the navigation aspect of the ombudsman program. The remaining staff time was focused on implementation of the agricultural policies and programs in the newly adopted county general plan, which would have occurred independent of the ombudsman program. The FARM coordinator did not have a clear cut delineation of the navigator role due to the integration of duties.

By placing an agricultural principal planner in the Department of Resource Management and the FARM coordinator in the Department of Agriculture, the County of Solano hoped to institutionalize two interlocking conduits that could address the perceived disconnect from an organizational perspective and in the day-to-day transactions with farmers. To this end, these ombudsman positions had split duties. In their relationships with the farmers, their role was that of a consultant who provided information resources to aid in complying with the regulatory process. They were also staff experts charged with the responsibility of implementing County policies. Arguably, the FARM coordinator also served as a consultant to the regulatory agency, but his perspective was viewed as that of staff and not as an outside consultant.

There was also a desire for the disconnect “solution” to facilitate more than just improved navigation of the regulatory process. The FARM coordinator was to serve as an impetus to marketing efforts and collectively the ombudsman program would facilitate the growth of farm-based activities that would in turn strengthen the overall viability of the agriculture industry in Solano County. As a result of this active engagement in the farming community, there was a tension on the FARM coordinator position to become involved in projects that strayed away from the core mission of the ombudsman program and compromise the FARM coordinator’s ability to be a neutral and objective advisor.

*“This person mediated and acted as the intermediary between the planning department, agricultural department, the Board of Supervisors and the farmer. The idea was the farmer had a legitimate plan and was trying to weave through the network. This person facilitated the process.”*

*— Stacy Carlsen,  
Marin County  
Agricultural  
Commissioner*

The Solano County ombudsman program was moving in the direction it was intended, but no discrete activity measurements can be articulated due to its short tenure. Project and process results do exist – some dependent on the ombudsman program, others influenced by its existence.

### *Solano Ombudsmen Client Interactions*


The volume of clients and the effort needed to address their needs varied. Not all interactions of the FARM coordinator led to interactions with regulatory agencies, and conversely not all interactions of the agricultural planner led to interactions with the FARM coordinator. The distinction in client interactions can be best described by the phase of the project in which the client was engaged:

- 1) information gathering stage;
- 2) translating the concept into operational designs;
- 3) seeking authorizations for any alterations (land use, construction, grading, water, air quality, sewage, etc.); or
- 4) the actual implementation of the project.

Another group of clients were in the correction phase, either because they had been cited by the regulatory agency or they needed to correct existing deficiencies unknown to the regulatory agency before asking for permission on new projects.

Both ombudsmen could interact with clients at any stage of the project process; however, the FARM coordinator had more flexibility in these interactions because he was outside of the regulatory process and not compelled to any prescribed set of actions within the regulatory schema. This lack of enforcement capacity provided a safe haven environment for farmers to explore concepts with the FARM coordinator without leaving out essential information that farmers might have excluded in direct dealings with the regulatory agencies.

As a result of this multitude of interactions across a diverse array of projects, the FARM coordinator became an ongoing resource for clients and often served as an information broker who helped connect compatible projects and ideas. A review of the FARM coordinator activities revealed many instances where the purpose of the interaction was to provide the client information on sources of supplies, equipment, and agri-business strategies. These interactions did not always link back to any need of the client to navigate a county regulatory agency. This level of interaction demonstrates how the position can lead to the Joint Economic Summit action area of transforming government from regulator to partner. However, it also reinforces a performance measurement challenge: a potential disconnect between intended program deliverables and program satisfaction.



*“It seems simple to not get drawn into a conflict, but it really takes a lot of diplomacy to remain focused on facilitating the regulatory compliance without appearing to take a side in some political undercurrent.*

*— Jim Allan,  
Solano County  
Agricultural  
Commissioner*

The key informants underscored the point that an ombudsman program is not a volume-oriented process. Direct time with clients needing regulatory navigation assistance only represented a fraction of the duties. The Solano program was in its infancy and the FARM coordinator spent a considerable amount of time engaging the agricultural community and helping them to work collaboratively on projects.

### *Mutual Benefits of the Ombudsman Program*

The ombudsman service provided a value to both the applicant and the regulatory agency. There is an argument that having a regulatory process that requires a navigator points to a problem with the process itself. While there is truth to that statement, it fails to acknowledge the full scope of the transaction. By and large, the permitting process is designed for the volume customer. This means the process is more efficient if the customer understands what they need from the regulatory agency and what the regulatory agency needs from them. This comes from experience.

The regulatory process is not designed to inform the customer of what they need for their project until the customer narrows down the set of options to a particular course of action. Most farming operations engage the regulatory process infrequently; as such they do not develop an efficient level of familiarity with the process. When they do engage they are generally focused on the outcome, not the process. The ombudsman became the expert customer on behalf of the farmer, which enabled the system to more efficiently meet the farmer's needs. Overall, the informants said the value of an ombudsman program was reflective of the needs of those who were engaged in it. More importantly, the mutual gains of the program had a cumulative benefit that exceeded the discrete benefits to any one individual, group or agency.

### *Obstacles to Sustaining Ombudsman Services*

As with most publicly funded activities, ongoing funding was an obstacle for the ombudsman programs. The Marin County program focuses on project delivery and educating county staff. Funding is justified annually on the anticipated workload, and funding for the contracted agricultural ombudsman has ranged from a third to a half-time equivalent employee. Solano County established positions independent of annual estimates of project activity; the positions had other duties related to the enhancement of agriculture, but not linked to farmer-driven projects. A portion of the cost of the agricultural planner was recovered as part of various permitting fees. Funding for the FARM coordinator was primarily subject to the availability of discretionary spending.

The construction of an olive pressing facility in the Suisun Valley and the acquisition of a use permit extension when a dairy farm changed ownership in the Dixon area were major accomplishments resulting from Solano County

providing navigation assistance. Visible outcomes like these require a steady flow of good projects, which requires time to move them through the four stages of project development. Some of the early challenges were the number of project ideas at the various stages of development that were ready to move forward. At the same time, the FARM coordinator observed a reticence of regulatory staff to exercise discretion on projects that were brought forward. This is likely due to the program maturity; however, it also points to a measurement issue – volume of projects versus quality of process. In addition, a lack of cohesion within the Solano County agricultural community complicated efforts of the FARM coordinator to facilitate joint projects, such as marketing, designed to enhance economic opportunities.

Although Solano County did not continue to fund its ombudsman program, its influences can still be seen. The Agriculture Department continues to field calls seeking the informational resources that the former FARM coordinator provided. Staff continues to be active in the Solano Grown project, which transitioned to an independent nonprofit organization in 2011. The Resource Management Department has adjusted regulations and standards to facilitate agriculture activities. Absent a re-introduction of the ombudsman program, the knowledge set associated with the ombudsman experience will diminish as staff changes over time.

### *Implications on a Bi-County Farmbudsman Program*

The key informants suggested a bi-county farmbudsman program may benefit from a greater opportunity to provide value-added services as a result of encompassing a larger population of farms. Many of these farmers operate in both Solano and Yolo counties, and having a single consultant to engage on projects would help the farmers weigh decisions regarding their operations. While the scale and opportunities could create operational efficiencies for a farmbudsman program, the informants noted that these gains could be offset by the variations in the respective approaches to the regulatory process in both counties. The activities of the farmbudsman could help facilitate harmonizing those differences, but that would be an incidental benefit and not a specific work activity of the farmbudsman.

The program could face political pressures to ensure equality of results in both counties, which would compromise the intent of the farmbudsman program to be a neutral resource for both the applicants and the regulatory agency. This might be mitigated by the selection of performance measures for the program that reflect its impact on the two-county region, not the individual counties. The informants suggested the performance measures should reflect the different aspects of the program, including work activity, regulatory process improvement, and projects delivered:

**Work Activity:** These types of measures should address such quantifiable actions of how many clients served and what did that client interaction activity lead to? These measures should be linked to a work plan, which is

monitored by a joint oversight committee. There was a concern that a focus on work activity alone can lead to a busy person with no appreciable results.

**Regulatory Process Improvement:** These types of measures should address the perception of improvements in interactions with the regulatory agency. This does not assume that the process has changed (although it may), but the perception about the process has changed. The underlying assumption is the activities of the farmbudsman should improve the preparedness of the applicant, which should improve their perception of the process. This will require formal feedback surveys of clients and informal tracking of comments by groups, individuals and in the media. Regulatory process improvement could also be measured by changes in their internal efficiency measures; however, it may not be a direct reflection of the farmbudsman program.

**Projects Delivered:** Projects delivered should be tracked for informational purposes, but not used as a direct barometer on the effectiveness of the program. This tracking would be linked to the work activity. The tendency to measure projects by the number of jobs created and the increase in the gross domestic product will be problematic. Projects that improve efficiency may have no linkable bearing on jobs or changes in the gross domestic product, yet will have an impact on the overall viability of the agriculture industry. A focus on projects could diminish the value of indirect incremental changes stemming from small work activity projects.

### Farmbudsman Perception Survey

A total of 90 respondents from Solano and Yolo counties completed the Farmbudsman Perception Survey between March 11, 2012 and April 14, 2012. The primary target subgroup was Farmer / Rancher and 60% of respondents identified themselves by this subgroup. All other subgroups are representational of the convenience sample from the Joint Economic Summit, with exception of the Financial Institution category. Due to the lack of responses, the data analysis excludes the Financial Institution in the presentation and discussion of data.

### Farmbudsman Attributes

The first section of the farmbudsman survey sought to determine the importance of nine attributes of the proposed farmbudsman based on a brainstorming session of the Yolo Ag and Food Alliance. The attributes were designed to describe the qualities of a farmbudsman and were not intentionally designed to be viewed as distinctive functions; however, survey responses demonstrated a distinction. Table 3 reflects how farmbudsman attributes were divided into two general categories based on survey responses: primarily navigator roles and primarily consultant roles.

Respondents overwhelmingly expressed that attributes associated with the navigator role were either “very important” or “important.” This was

**Table 3: Importance of Potential Attributes of Proposed Farmbudsman: Very Important and Important Responses (Farmers/All Others)**

#### NAVIGATOR ROLE

Understands the business demands of farmers



Understands how various regulatory agencies work



Educates involved parties on the needs of others



Speaks the “languages” of farmers and regulators



#### CONSULTANT ROLE

Nurtures new agriculture ventures and ideas



Provides non-binding advice to farmers and regulators



Reduces the non-productive actions of involved parties



Serves as a neutral sounding board to vet ideas



Assists in the development of business plans

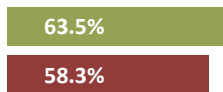




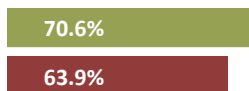
**Table 2: Awareness of the Former Solano County Ombudsman**

**Program:** *Don't Know or No Opinion Responses (Farmers/All Others)*

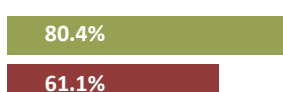
The Solano County ombudsman program provided value to the person seeking assistance.



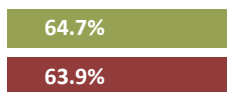
People using the Solano County ombudsman program required fewer resources of the regulatory agency to process agriculture-related permits than people who did not use the program.



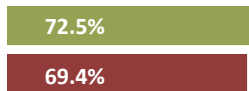
People using the Solano County ombudsman program required less time to comply with agriculture-related permits than people who did not use the program.



The Solano County ombudsman program improved the relationship between the regulatory agency and the person seeking assistance.



The Solano County ombudsman program was cost effective.



consistent when these attributes were evaluated by subgroups. There was less support for the attributes that were more aligned with a consultant role. In particular, only 55.7% thought it was an important or very important attribute of a farmbudsman to assist in the development of business plans.

Based on the narrative comments, respondents viewed the attributes in two distinct ways: as the job duties of a farmbudsman or as the skill sets desired in a farmbudsman. These are not interchangeable concepts. Job duties refer to distinct services offered, whereas the skill sets refers to the process in which the job duties are performed. That said respondents favored the job duties that aligned with the navigator role attributes. The attributes of the consultant role were more favored as skill sets that may enhance the ability of the navigating function of the farmbudsman.

### *Former Solano County Ombudsman Program*

The second section of the farmbudsman survey sought to determine the knowledge of respondents about the former Solano County ombudsman program. The vast majority of respondents to the five questions in Table 4 responded “don’t know / no opinion.” This was consistent by subgroup, except for Government Agency and Elected Official in which 50% or more agreed with the statements. This would tend to affirm the notion that enthusiasm for the farmbudsman concept in the agriculture community was not based on direct knowledge of the results of the Solano County ombudsman program. A concern going into this study was the lack of knowledge of the Solano County program could lead to unrealistic expectations of a bi-county program. However, the concept of a farmbudsman program has emerged repeatedly in different forums to suggest that other factors are influencing the expectations of the farmbudsman program.

The survey did not ask respondents if they were from Solano or Yolo counties. The initial survey population was the participants of the Joint Economic Summit. This population was vocal on the program and the survey instrument was evaluating their understanding of the position. Pushing the survey to the greater agricultural community diluted that rationale. In hindsight, asking respondents if they were from Solano or Yolo counties would have helped to determine if the answers to this series of questions was biased by location.

About one fourth of respondents made written comments about the former ombudsman program. These comments generally reflected the respondent’s lack of knowledge about the program or incorrect knowledge about the program. Some respondents praised the program as helpful and the individuals involved as important resources.

### Proposed Bi-County Farmbudsman Program

The third section of the farmbudsman survey explored what the respondents felt should be the purpose of the proposed bi-county farmbudsman program. Like the attributes, this series of 11 questions was not designed to be divided into discrete categories. Based on respondent answers the questions in Tables 5A and 5B have been grouped into four sections – Program Assessment, Ancillary Benefits, Navigation Role and Consultant Role. Arguably, most of the questions could be characterized as describing ancillary benefits to the primary navigation role.

**Program Assessment:** The intended recipient of the farmbudsman program would be best characterized by the Farmer/Rancher subgroup. This subgroup had the least agreement with the statement that there is a demand for farmbudsman services, and even less agreement that a single farmbudsman program could serve both Solano and Yolo counties. Farmer/Rancher respondents rated demand for the farmbudsman services at 73.6%, compared to 94.4% from all other respondents. Only 59.3% of Farmer/Rancher respondents strongly agreed or agreed with the statement that one farmbudsman could serve both counties, compared to 77.7% of all other respondents. This disagreement likely stems from a higher degree of unfamiliarity with the farmbudsman program concept in the Farmer/Rancher subgroup compared to all other subgroups combined. Given all the attributes and potential purposes of the farmbudsman, 8.9% respondents expressed concern that a single individual could fulfill the role over two counties.

**Navigation versus Consultant Role:** Respondents honed in on the primary function of the farmbudsman position is to assist the agriculture community in navigating the various regulatory agencies; this statement is the only one that received overall more than 90% agreement by all subgroups. There is a high degree of uncertainty among respondents concerning the consultant roles, more so among the Farmer/Rancher in comparison to all other subgroups combined. Respondents expressed significant disagreement with the various statements related to the consultant roles. Often, the overall opposition among the All Others exceeded that of the Farmer/Rancher; however, the Farmer/Rancher had more respondents who strongly disagreed. As in the attributes, the consultant role had the potential of being a distraction from what the respondents viewed as the core responsibilities of the farmbudsman.

**Ancillary Benefits:** Three quarters of respondents agreed that the harmonizing of regulations between the two counties was a purpose of the farmbudsman program. By subgroups, however, it was the Farm/Rancher and Government Agency that had the least agreement with the statement at 66% and 70%, respectively. Overall, only 57.3% of respondents agreed with the statement that a purpose of the farmbudsman program is to reduce the administrative workload of the regulatory agencies. Again, by subgroups it was the Farmer/Rancher and Government Agency that had the least

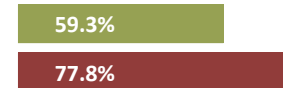
**Table 5A: Purpose of Proposed Farmbudsman: Strongly Agree/Agree Responses (Farmers/All Others)**

#### **PROGRAM ASSESSMENT**

There is a demand for Farmbudsman services in Solano and Yolo counties.



A single Farmbudsman program can serve the needs of both Solano and Yolo counties.

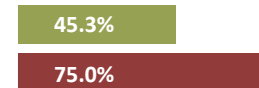


#### **ANCILLARY BENEFITS**

A purpose of the Farmbudsman program is to harmonize inter-county interpretations of regulations in Solano and Yolo counties.



A purpose of the Farmbudsman program is to reduce the administrative workload of the regulatory agency.



**Table 5B: Purpose of Proposed Farmbudsman: Strongly Agree/Agree Responses (Farmers/All Others)**

**NAVIGATOR ROLE**

A purpose of the Farmbudsman is to assist the agriculture community in navigating the various regulatory agencies.



A purpose of the Farmbudsman is to reduce the time applicants are involved in the regulatory process.

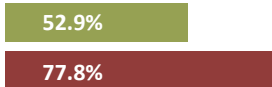


A purpose of the Farmbudsman is to expand value-added agriculture activities in Solano and Yolo counties.

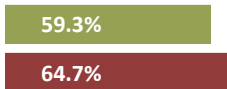


**CONSULTANT ROLE**

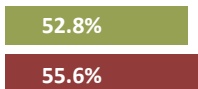
A purpose of the Farmbudsman is to assist in locating commercial processors in the urban areas of Solano and Yolo counties.



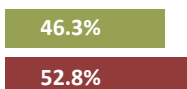
A purpose of the Farmbudsman is to connect growers to markets



A purpose of the Farmbudsman is to develop marketing strategies for local products



A purpose of the Farmbudsman is to connect growers to sources of supplies and equipment



agreement with this statement, at 45.3% and 60% respectively. One respondent very clearly articulated why this was not a primary purpose of the farmbudsman program:

*“The purpose of the position is NOT to reduce the administrative workload of the regulatory agencies. The purpose IS to reduce workload of the business community. We should expect to see an increase in efficiency and potentially an increase in workload to regulatory agencies. The idea is the workload per project would decrease but total projects may increase, thus there may be an increase in total workload regulatory agencies. Fundamentally the position needs to focus on reducing the workload on the applicant not the regulatory agencies.”*

Overall, respondents in the Farmer/Rancher subgroup viewed the purpose of the farmbudsman program in terms of how it would benefit their specific needs and were reticent for a new program to have any new level of involvement in the operational aspects of their agricultural enterprises. It is unclear from the survey if this assessment was based on current or projected future needs. The survey did not ask respondents if they had projects in the works or under consideration that would require a regulatory permit. Other subgroups viewed the purpose of the farmbudsman more holistically; with the expectation that the farmbudsman program would facilitate a variety of agribusiness expansion as a result of assisting the agricultural community navigate the regulatory process.

*Performance Measures*

The final section of the farmbudsman survey explored different strategies that could be used to measure the value and effectiveness of the proposed farmbudsman program. Two of the six strategies offered in Table 6 could be characterized as having overall sufficient agreement that they are desired strategies to measure the farmbudsman program: client assessments of the benefits of the program (80.7%) and a change in the relationship between the regulatory agencies and the agriculture community (77.9%). Client assessments of how the farmbudsman program impacted their operations had agreement among all subgroups except the Farmer/Rancher subgroup, which only had 63.5% agreement with that strategy. A supposition of this lower favorability is this would require Farmers/Ranchers to divulge financial details about their operation. The remaining three strategies were not supported overall and even less so within the Farmer/Rancher subgroup.

Overall, respondents were supportive of subjective performance measures that evaluated the direct services provided by the farmbudsman. Strategies that focused on objective and attribution measures that require the capturing of information on the outputs of the program were less desirable due to the problematic nature of linking any direct relationship between the farmbudsman program and the output. Many other external factors could artificially amplify or suppress the effectiveness of these measures, ranging

from volatility in market conditions to the cooperative nature of the regulatory agencies and the permit applicants. One respondent suggested establishing a resource committee to monitor the bi-county program. “The committee should be independent of government agencies and perhaps be under the control of the board of supervisors of both counties.” Another respondent suggested that the bi-county performance measure process could help level the regulatory distinctions between the two counties:

*“If one county is doing a better job of streamlining projects and making the business environment better, the farmbudsman and businesses will be more inclined to enter into projects in that county, thus showing the other county where they need to adapt.”*

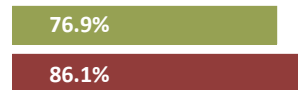
**Summary of Significant Findings**

The distinction between the navigator role and the consultant role of the proposed farmbudsman was an unanticipated finding, based on the brainstorming session with the Yolo Food and Ag Alliance committee. This initially appeared inconsistent with the actual work activity of the former Solano County ombudsmen, especially the day-to-day activities of the FARM coordinator. The survey does not provide a clear cut rationale for the distinction; however, the survey comments tend to reinforce the notion that the primary job of the farmbudsman is to assist the agriculture community in navigating the various regulatory agencies. All other attributes and program activities, if employed, must be in support of this function. If viewed in this light, the day-to-day activities were consistent. For example, the FARM coordinator did not seek out opportunities to assist in making business plans. In the course of assisting farmers to be prepared for the permitting process, he often had to help move them through the information gathering stage and the translating the concept into operational design phases. By definition, that is assisting with the development of businesses plans. This finding has a significant impact on the job description of the farmbudsman, the overall work activity, the selection of performance measures, and potential long-term funding strategies.

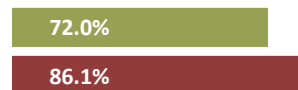
Overall, the key informants and survey respondents expressed that a proposed bi-county farmbudsman program would be a value-added endeavor. There is some trepidation that a single farmbudsman can serve both counties without the ongoing acceptance that all improvements to the agriculture industry have a regional benefit. While the proposed farmbudsman program would resurrect portions of the Solano County program, it would not be a clone of the former program. The prior emphasis including a significant amount of time working on developing marketing strategies, collaborative partnerships and other capacities within the agriculture community. With this more narrowly focused role, the question emerges as whether or not there is sufficient work activity among the nearly 2,000 farms in both counties to justify a full-time farmbudsman position.

**Table 6: Strategies to Measure the Value and Effectiveness of the Proposed Farmbudsman Program**  
*Strongly Agree/Agree Responses (Farmers/All Others)*

Client assessment of the benefits of the program (i.e. met their needs, satisfaction with service, etc.)



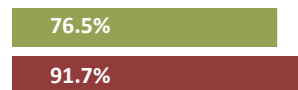
Change in the relationship between the regulatory agencies and the agriculture community (i.e. satisfaction surveys, change in the number of collaborative activities, etc.)



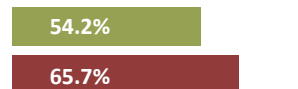
Client assessments of how the program impacted their operations (i.e. capacity, cost reductions, efficiency, sustain current operations, etc.)



Regulatory agency assessments of changes in the amount of staff resources needed to process agriculture-related permits (i.e. time per permit, requests for additional information, etc.)



Client assessments of change in output due to the program (i.e. active production acres, increased sales, add employees, etc.)



Independent measures of economic impact (i.e. USDA census data, Bureau of Labor Statistics, etc.)



## Conclusions, Policy Recommendations, and Areas of Further Research

Evaluating the effectiveness of a farmbudsman program is as challenging as evaluating traditional business assistance programs. The assumption of publicly funded business assistance programs has been that meeting a set of national objectives will naturally coincide with meeting the needs of clients. Based on the tone of the survey, respondents would suggest reversing the order of that assumption.

The target subgroup of farmers and ranchers clearly want a farmbudsman program that meets their needs, which was echoed by all other subgroups that the primary purpose of the program is to assist the agricultural community. All other benefits resulting from the farmbudsman program should be considered ancillary to meeting the primary objective of reducing the burden on farmers to navigate the regulatory process. For the public agency, the potential upside of a successful farmbudsman program is a more efficient regulatory operation over time and an expanded agriculture economy, which in turn provides for a positive tax consequence. The latter, however, is not a prerequisite to the farmbudsman program being deemed successful by the agriculture community.

The study conditionally affirms the hypothesis that performance measures will provide the stewards of the public-private partnership valuable information on the effectiveness of their investment in the bi-county agricultural ombudsman program. The condition is the pragmatic use of performance measures. Both the public agency and the private sector can justify their investment by showing it has improved the customer satisfaction by improving the overall quality of the process and the number of projects that are moving through the process without complications caused by conflicts caused by a lack of mutual understanding. The following recommendations establish the initial framework for performance measures that address the needs of funders and users of the farmbudsman program.

### *Recommendation No. 1*

The primary type of performance measures to evaluate the effectiveness of the farmbudsman program should be subjective measures. These measures should focus on the work activity outlined in the yet-to-be-defined work plan, which should focus on duties related primarily to the navigator role of the farmbudsman. These measures should reflect the perception of the clients on the value of the overall services received and their interaction with the regulatory agency. This can be accomplished with post-visit client surveys and by

an annual general survey of the overall agriculture community. The general survey will also serve as a measure of the two counties as they try to meet the objectives of the Joint Economic Summit action area to transform the role of government from regulator to partner.

Caution should be made to avoid exuberance in collecting operational impact data from clients. First, respondents were reticent on the use of the output of the farmer as a measurement of the input of the farmbudsman. Second, the purpose of the program is to encourage regulatory compliance by removing process barriers, not creating new ones. Lastly, the farmbudsman program is intended to be neutral – a safe haven for farming entrepreneurs to seek answers. This may require the confession of past regulatory sins without fear of reprisal. Aggressive tracking of operational data may inhibit the realization of this objective.

### ***Recommendation No. 2***

Solano and Yolo counties should establish a Joint Farmbudsman Oversight Committee. This committee would serve three functions: 1) establish and monitor objectives for the farmbudsman program; 2) monitor the performance of the farmbudsman; and 3) develop common strategies to improve the regulatory processes related to agriculture within their respective jurisdictions. Suggested committee membership should consist of:

*Solano County:* County Supervisor, Agricultural Commissioner, and Director of Resource Management;

*Yolo County:* County Supervisor, Agricultural Commissioner, and Director of Community and Public Works; and

*Agriculture Community:* Two representatives from each county to be determined by the funders of the public-private partnership.

### ***Recommendation No. 3***

The farmbudsman should track and report work activity statistics, including the number of client interactions and types of outcomes from those interactions, and the status of projects working their way through the regulatory process to the Joint Farmbudsman Oversight Committee on a monthly basis. The tracking should make a distinction between navigation and consultant activities based on the work plan.

Over time this reporting will indicate trends in agricultural needs, business activity, and process barriers. This documentation will identify opportunities for future collaborative endeavors – within the private sector, among the public agencies or a combination of both.

#### *Recommendation No. 4*

Each county should incorporate into their respective annual crop and livestock reports a section to chronicle the activities of the farmbudsman program. This synopsis will provide a mechanism to document the impacts of the program that is accessible by the public and the leadership in both counties.

#### *Recommendation No. 5*

The farmbudsman should work with the University of California Cooperative Extension, Small Business Development Center and other agriculture service providers at the local, state and federal level to develop a menu of applicable services and programs. This will expand client access to consulting services and allow the farmbudsman to focus primarily on the core navigation role.

#### *Areas of Further Study*

The desire for distinct navigator and consultant roles presents an opportunity to evaluate how that distinction should affect ongoing funding of the program. From a public sector perspective, funding the navigator role can be justified as a cost-effective means in which to provide desired services, compared to the alternative of designing a permitting process for the novice applicant. Yet, the analysis of the Solano County FARM coordinator position suggests the applicant used and benefited from the consultant services. These consultant services were directly and indirectly related to the navigator role. The indirect activities may have matured to have a direct connection over time; however, the Solano County program ended before that linkage could manifest itself. The farmbudsman activity reports could provide the basis to analyze the distribution of activities and the benefactors of those activities, which in turn could assign funding distributions. This study will need to address the impact of project opportunity on the distribution of work activity.

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# Farmbudsman Perception Survey








**Type:** Consolidated Report

**Date:** 4/14/2012

**Time Zone in which Dates/Times Appear:** (GMT-05:00) Eastern Time (US & Canada)

**Total number of responses collected:** 90

**1. Several stakeholder groups have expressed interest in the Farmbudsman Program. Please select a group that you most closely identify with.**  
(Respondents could only choose a **single** response)

Response	Chart	Frequency	Count
<b>Farmer / Rancher</b>		<b>60.00%</b>	<b>54</b>
Processor / Transportation		2.22%	2
Government Agency		11.11%	10
Elected Official		4.44%	4
Education / Research		6.67%	6
Community / Advocacy Group		4.44%	4
Financial Institution		0.00%	0
Other		11.11%	10
		Mean	2.644
		Standard Deviation	2.419
		<b>Valid Responses</b>	<b>90</b>
		<b>Total Responses</b>	<b>90</b>

**2. Stakeholders have expressed a variety of benefits of having a Farmbudsman. Please rate your perception of the importance of the following potential attributes of the proposed Farmbudsman.**

		Very Important	Important	No Opinion	Somewhat Important	Not Important	Total
Understands how various regulatory agencies work	Count	<b>68</b>	15	2	2	1	<b>88</b>
	% by Col	<b>18.38%</b>	5.12%	2.94%	5.26%	4.76%	<b>11.14%</b>
	% by Row	<b>77.27%</b>	17.05%	2.27%	2.27%	1.14%	<b>100.00%</b>
	% by Total	<b>8.61%</b>	1.90%	0.25%	0.25%	0.13%	<b>11.14%</b>
Understands the business demands of farmers	Count	<b>52</b>	33	2	0	1	<b>88</b>
	% by Col	<b>14.05%</b>	11.26%	2.94%	0.00%	4.76%	<b>11.14%</b>
	% by Row	<b>59.09%</b>	37.50%	2.27%	0.00%	1.14%	<b>100.00%</b>
	% by Total	<b>6.58%</b>	4.18%	0.25%	0.00%	0.13%	<b>11.14%</b>
Serves as a neutral sounding board to vet ideas	Count	33	<b>37</b>	10	5	3	<b>88</b>
	% by Col	8.92%	<b>12.63%</b>	14.71%	13.16%	14.29%	<b>11.14%</b>
	% by Row	37.50%	<b>42.05%</b>	11.36%	5.68%	3.41%	<b>100.00%</b>
	% by Total	4.18%	<b>4.68%</b>	1.27%	0.63%	0.38%	<b>11.14%</b>
Assists in the development of business plans	Count	20	<b>29</b>	20	13	6	<b>88</b>
	% by Col	5.41%	<b>9.90%</b>	29.41%	34.21%	28.57%	<b>11.14%</b>
	% by Row	22.73%	<b>32.95%</b>	22.73%	14.77%	6.82%	<b>100.00%</b>
	% by Total	2.53%	<b>3.67%</b>	2.53%	1.65%	0.76%	<b>11.14%</b>
Speaks the “languages” of farmers and regulators	Count	<b>48</b>	33	4	1	2	<b>88</b>
	% by Col	<b>12.97%</b>	11.26%	5.88%	2.63%	9.52%	<b>11.14%</b>
	% by Row	<b>54.55%</b>	37.50%	4.55%	1.14%	2.27%	<b>100.00%</b>
	% by Total	<b>6.08%</b>	4.18%	0.51%	0.13%	0.25%	<b>11.14%</b>
Educates involved parties on the needs of others	Count	<b>42</b>	37	4	1	1	<b>85</b>
	% by Col	<b>11.35%</b>	12.63%	5.88%	2.63%	4.76%	<b>10.76%</b>
	% by Row	<b>49.41%</b>	43.53%	4.71%	1.18%	1.18%	<b>100.00%</b>
	% by Total	<b>5.32%</b>	4.68%	0.51%	0.13%	0.13%	<b>10.76%</b>
Nurtures new agriculture ventures and ideas	Count	<b>43</b>	30	7	7	2	<b>89</b>
	% by Col	<b>11.62%</b>	10.24%	10.29%	18.42%	9.52%	<b>11.27%</b>
	% by Row	<b>48.31%</b>	33.71%	7.87%	7.87%	2.25%	<b>100.00%</b>
	% by Total	<b>5.44%</b>	3.80%	0.89%	0.89%	0.25%	<b>11.27%</b>
Provides non-binding advice to farmers & regulators	Count	29	<b>43</b>	6	7	3	<b>88</b>
	% by Col	7.84%	<b>14.68%</b>	8.82%	18.42%	14.29%	<b>11.14%</b>
	% by Row	32.95%	<b>48.86%</b>	6.82%	7.95%	3.41%	<b>100.00%</b>
	% by Total	3.67%	<b>5.44%</b>	0.76%	0.89%	0.38%	<b>11.14%</b>
Reduces non-productive actions of involved parties	Count	35	<b>36</b>	13	2	2	<b>88</b>
	% by Col	9.46%	<b>12.29%</b>	19.12%	5.26%	9.52%	<b>11.14%</b>
	% by Row	39.77%	<b>40.91%</b>	14.77%	2.27%	2.27%	<b>100.00%</b>
	% by Total	4.43%	<b>4.56%</b>	1.65%	0.25%	0.25%	<b>11.14%</b>
<b>Total</b>	Count	<b>370</b>	<b>293</b>	<b>68</b>	<b>38</b>	<b>21</b>	<b>790</b>
	% by Col	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>
	% by Row	<b>46.84%</b>	<b>37.09%</b>	<b>8.61%</b>	<b>4.81%</b>	<b>2.66%</b>	<b>100.00%</b>

% by Total    **46.84%**    **37.09%**    8.61%    4.81%    2.66%    100.00%

**2: Stakeholders have expressed a variety of benefits of having a Farmbudsman. Please rate your perception of the importance of the following potential attributes of the proposed Farmbudsman. (Understands how various regulatory agencies work)**

		1. Several stakeholder groups have expressed interest in the Farmbudsman Program. Please select a group that you most closely identify with.								
		Farmer / Rancher	Processor / Transportation	Government Agency	Elected Official	Education /Research	Community / Advocacy Group	Financial Institution	Other	Total
Very Important	Count	<b>40</b>	2	8	4	3	4	0	7	<b>68</b>
	% by Row	<b>58.82%</b>	2.94%	11.76%	5.88%	4.41%	5.88%	0.00%	10.29%	<b>100.00%</b>
Important	Count	<b>9</b>	0	0	0	3	0	0	3	<b>15</b>
	% by Row	<b>60.00%</b>	0.00%	0.00%	0.00%	20.00%	0.00%	0.00%	20.00%	<b>100.00%</b>
No Opinion	Count	<b>2</b>	0	0	0	0	0	0	0	<b>2</b>
	% by Row	<b>100.00%</b>	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	<b>100.00%</b>
Somewhat Important	Count	0	0	<b>2</b>	0	0	0	0	0	<b>2</b>
	% by Row	0.00%	0.00%	<b>100.00%</b>	0.00%	0.00%	0.00%	0.00%	0.00%	<b>100.00%</b>
Not Important	Count	<b>1</b>	0	0	0	0	0	0	0	<b>1</b>
	% by Row	<b>100.00%</b>	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	<b>100.00%</b>
<b>Total</b>	Count	<b>52</b>	<b>2</b>	<b>10</b>	<b>4</b>	<b>6</b>	<b>4</b>	<b>0</b>	<b>10</b>	<b>88.00</b>
	% by Row	<b>59.09%</b>	<b>2.27%</b>	<b>11.36%</b>	<b>4.55%</b>	<b>6.82%</b>	<b>4.55%</b>	<b>0.00%</b>	<b>11.36%</b>	<b>100.00%</b>

**2: Stakeholders have expressed a variety of benefits of having a Farmbudsman. Please rate your perception of the importance of the following potential attributes of the proposed Farmbudsman. (Understands the business demands of farmers)**

		1. Several stakeholder groups have expressed interest in the Farmbudsman Program. Please select a group that you most closely identify with.								
		Farmer / Rancher	Processor / Transportation	Government Agency	Elected Official	Education /Research	Community / Advocacy Group	Financial Institution	Other	Total
Very Important	Count	<b>33</b>	1	4	2	4	3	0	5	<b>52</b>
	% by Row	<b>63.46%</b>	1.92%	7.69%	3.85%	7.69%	5.77%	0.00%	9.62%	<b>100.00%</b>
Important	Count	<b>17</b>	1	5	2	2	1	0	5	<b>33</b>
	% by Row	<b>51.52%</b>	3.03%	15.15%	6.06%	6.06%	3.03%	0.00%	15.15%	<b>100.00%</b>
No Opinion	Count	<b>2</b>	0	0	0	0	0	0	0	<b>2</b>
	% by Row	<b>100.00%</b>	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	<b>100.00%</b>
Somewhat Important	Count	0	0	0	0	0	0	0	0	<b>0</b>
	% by Row	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	<b>100.00%</b>
Not Important	Count	<b>1</b>	0	0	0	0	0	0	0	<b>1</b>
	% by Row	<b>100.00%</b>	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	<b>100.00%</b>
<b>Total</b>	Count	<b>53</b>	<b>2</b>	<b>9</b>	<b>4</b>	<b>6</b>	<b>4</b>	<b>0</b>	<b>10</b>	<b>88.00</b>
	% by Row	<b>60.23%</b>	<b>2.27%</b>	<b>10.23%</b>	<b>4.55%</b>	<b>6.82%</b>	<b>4.55%</b>	<b>0.00%</b>	<b>11.36%</b>	<b>100.00%</b>

**2: Stakeholders have expressed a variety of benefits of having a Farmbudsman. Please rate your perception of the importance of the following potential attributes of the proposed Farmbudsman. (Serves as a neutral sounding board to vet ideas)**

		<b>1. Several stakeholder groups have expressed interest in the Farmbudsman Program. Please select a group that you most closely identify with.</b>								
		Farmer / Rancher	Processor / Transportation	Government Agency	Elected Official	Education /Research	Community / Advocacy Group	Financial Institution	Other	Total
Very Important	Count	21	0	3	1	2	2	0	4	33
	% by Row	63.64%	0.00%	9.09%	3.03%	6.06%	6.06%	0.00%	12.12%	100.00%
Important	Count	18	2	5	2	3	2	0	5	37
	% by Row	48.65%	5.41%	13.51%	5.41%	8.11%	5.41%	0.00%	13.51%	100.00%
No Opinion	Count	9	0	1	0	0	0	0	0	10
	% by Row	90.00%	0.00%	10.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%
Somewhat Important	Count	2	0	1	1	1	0	0	0	5
	% by Row	40.00%	0.00%	20.00%	20.00%	20.00%	0.00%	0.00%	0.00%	100.00%
Not Important	Count	2	0	0	0	0	0	0	1	3
	% by Row	66.67%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	33.33%	100.00%
<b>Total</b>	Count	52	2	10	4	6	4	0	10	88.00
	% by Row	59.09%	2.27%	11.36%	4.55%	6.82%	4.55%	0.00%	11.36%	100.00%

**2: Stakeholders have expressed a variety of benefits of having a Farmbudsman. Please rate your perception of the importance of the following potential attributes of the proposed Farmbudsman. (Assists in the development of business plans)**

		<b>1. Several stakeholder groups have expressed interest in the Farmbudsman Program. Please select a group that you most closely identify with.</b>								
		Farmer / Rancher	Processor / Transportation	Government Agency	Elected Official	Education /Research	Community / Advocacy Group	Financial Institution	Other	Total
Very Important	Count	7	2	1	3	3	0	0	4	20
	% by Row	35.00%	10.00%	5.00%	15.00%	15.00%	0.00%	0.00%	20.00%	100.00%
Important	Count	15	0	8	0	2	1	0	3	29
	% by Row	51.72%	0.00%	27.59%	0.00%	6.90%	3.45%	0.00%	10.34%	100.00%
No Opinion	Count	16	0	1	0	0	1	0	2	20
	% by Row	80.00%	0.00%	5.00%	0.00%	0.00%	5.00%	0.00%	10.00%	100.00%
Somewhat Important	Count	8	0	0	1	1	2	0	1	13
	% by Row	61.54%	0.00%	0.00%	7.69%	7.69%	15.38%	0.00%	7.69%	100.00%
Not Important	Count	6	0	0	0	0	0	0	0	6
	% by Row	100.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%
<b>Total</b>	Count	52	2	10	4	6	4	0	10	88.00
	% by Row	59.09%	2.27%	11.36%	4.55%	6.82%	4.55%	0.00%	11.36%	100.00%

**2: Stakeholders have expressed a variety of benefits of having a Farmbudsman. Please rate your perception of the importance of the following potential attributes of the proposed Farmbudsman. (Speaks the “languages” of farmers and regulators)**

		1. Several stakeholder groups have expressed interest in the Farmbudsman Program. Please select a group that you most closely identify with.								Total
		Farmer / Rancher	Processor / Transportation	Government Agency	Elected Official	Education /Research	Community / Advocacy Group	Financial Institution	Other	
Very Important	Count	26	2	3	3	5	2	0	7	48
	% by Row	54.17%	4.17%	6.25%	6.25%	10.42%	4.17%	0.00%	14.58%	100.00%
Important	Count	20	0	6	1	1	2	0	3	33
	% by Row	60.61%	0.00%	18.18%	3.03%	3.03%	6.06%	0.00%	9.09%	100.00%
No Opinion	Count	4	0	0	0	0	0	0	0	4
	% by Row	100.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%
Somewhat Important	Count	1	0	0	0	0	0	0	0	1
	% by Row	100.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%
Not Important	Count	1	0	1	0	0	0	0	0	2
	% by Row	50.00%	0.00%	50.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%
Total	Count	52	2	10	4	6	4	0	10	88.00
	% by Row	59.09%	2.27%	11.36%	4.55%	6.82%	4.55%	0.00%	11.36%	100.00%

**2: Stakeholders have expressed a variety of benefits of having a Farmbudsman. Please rate your perception of the importance of the following potential attributes of the proposed Farmbudsman. (Educates involved parties on the needs of others)**

		1. Several stakeholder groups have expressed interest in the Farmbudsman Program. Please select a group that you most closely identify with.								Total
		Farmer / Rancher	Processor / Transportation	Government Agency	Elected Official	Education /Research	Community / Advocacy Group	Financial Institution	Other	
Very Important	Count	24	1	6	1	3	1	0	6	42
	% by Row	57.14%	2.38%	14.29%	2.38%	7.14%	2.38%	0.00%	14.29%	100.00%
Important	Count	20	1	4	3	3	3	0	3	37
	% by Row	54.05%	2.70%	10.81%	8.11%	8.11%	8.11%	0.00%	8.11%	100.00%
No Opinion	Count	4	0	0	0	0	0	0	0	4
	% by Row	100.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%
Somewhat Important	Count	1	0	0	0	0	0	0	0	1
	% by Row	100.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%
Not Important	Count	1	0	0	0	0	0	0	0	1
	% by Row	100.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%
Total	Count	50	2	10	4	6	4	0	9	85.00
	% by Row	58.82%	2.35%	11.76%	4.71%	7.06%	4.71%	0.00%	10.59%	100.00%

**2: Stakeholders have expressed a variety of benefits of having a Farmbudsman. Please rate your perception of the importance of the following potential attributes of the proposed Farmbudsman. (Nurtures new agriculture ventures and ideas )**

		1. Several stakeholder groups have expressed interest in the Farmbudsman Program. Please select a group that you most closely identify with.								Total
		Farmer / Rancher	Processor / Transportation	Government Agency	Elected Official	Education /Research	Community / Advocacy Group	Financial Institution	Other	
Very Important	Count	28	0	5	2	3	0	0	5	43
	% by Row	65.12%	0.00%	11.63%	4.65%	6.98%	0.00%	0.00%	11.63%	100.00%
Important	Count	16	2	3	0	3	2	0	4	30
	% by Row	53.33%	6.67%	10.00%	0.00%	10.00%	6.67%	0.00%	13.33%	100.00%
No Opinion	Count	4	0	1	2	0	0	0	0	7
	% by Row	57.14%	0.00%	14.29%	28.57%	0.00%	0.00%	0.00%	0.00%	100.00%
Somewhat Important	Count	3	0	1	0	0	2	0	1	7
	% by Row	42.86%	0.00%	14.29%	0.00%	0.00%	28.57%	0.00%	14.29%	100.00%
Not Important	Count	2	0	0	0	0	0	0	0	2
	% by Row	100.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%
Total	Count	53	2	10	4	6	4	0	10	89.00
	% by Row	59.55%	2.25%	11.24%	4.49%	6.74%	4.49%	0.00%	11.24%	100.00%

**2: Stakeholders have expressed a variety of benefits of having a Farmbudsman. Please rate your perception of the importance of the following potential attributes of the proposed Farmbudsman. (Provides non-binding advice to farmers & regulators)**

		1. Several stakeholder groups have expressed interest in the Farmbudsman Program. Please select a group that you most closely identify with.								Total
		Farmer / Rancher	Processor / Transportation	Government Agency	Elected Official	Education /Research	Community / Advocacy Group	Financial Institution	Other	
Very Important	Count	17	0	1	2	4	1	0	4	29
	% by Row	58.62%	0.00%	3.45%	6.90%	13.79%	3.45%	0.00%	13.79%	100.00%
Important	Count	25	2	7	1	2	1	0	5	43
	% by Row	58.14%	4.65%	16.28%	2.33%	4.65%	2.33%	0.00%	11.63%	100.00%
No Opinion	Count	3	0	1	0	0	1	0	1	6
	% by Row	50.00%	0.00%	16.67%	0.00%	0.00%	16.67%	0.00%	16.67%	100.00%
Somewhat Important	Count	4	0	1	1	0	1	0	0	7
	% by Row	57.14%	0.00%	14.29%	14.29%	0.00%	14.29%	0.00%	0.00%	100.00%
Not Important	Count	3	0	0	0	0	0	0	0	3
	% by Row	100.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%
Total	Count	52	2	10	4	6	4	0	10	88.00
	% by Row	59.09%	2.27%	11.36%	4.55%	6.82%	4.55%	0.00%	11.36%	100.00%

**2: Stakeholders have expressed a variety of benefits of having a Farmbudsman. Please rate your perception of the importance of the following potential attributes of the proposed Farmbudsman. (Reduces non-productive actions of involved parties)**

		<b>1. Several stakeholder groups have expressed interest in the Farmbudsman Program. Please select a group that you most closely identify with.</b>								
		Farmer / Rancher	Processor / Transportation	Government Agency	Elected Official	Education /Research	Community / Advocacy Group	Financial Institution	Other	Total
Very Important	Count	<b>21</b>	0	4	2	2	1	0	5	<b>35</b>
	% by Row	<b>60.00%</b>	0.00%	11.43%	5.71%	5.71%	2.86%	0.00%	14.29%	<b>100.00%</b>
Important	Count	<b>22</b>	1	4	2	2	1	0	4	<b>36</b>
	% by Row	<b>61.11%</b>	2.78%	11.11%	5.56%	5.56%	2.78%	0.00%	11.11%	<b>100.00%</b>
No Opinion	Count	<b>8</b>	1	0	0	1	2	0	1	<b>13</b>
	% by Row	<b>61.54%</b>	7.69%	0.00%	0.00%	7.69%	15.38%	0.00%	7.69%	<b>100.00%</b>
Somewhat Important	Count	0	0	<b>1</b>	0	<b>1</b>	0	0	0	<b>2</b>
	% by Row	0.00%	0.00%	<b>50.00%</b>	0.00%	<b>50.00%</b>	0.00%	0.00%	0.00%	<b>100.00%</b>
Not Important	Count	<b>1</b>	0	<b>1</b>	0	0	0	0	0	<b>2</b>
	% by Row	<b>50.00%</b>	0.00%	<b>50.00%</b>	0.00%	0.00%	0.00%	0.00%	0.00%	<b>100.00%</b>
<b>Total</b>	Count	<b>52</b>	<b>2</b>	<b>10</b>	<b>4</b>	<b>6</b>	<b>4</b>	<b>0</b>	<b>10</b>	<b>88.00</b>
	% by Row	<b>59.09%</b>	<b>2.27%</b>	<b>11.36%</b>	<b>4.55%</b>	<b>6.82%</b>	<b>4.55%</b>	<b>0.00%</b>	<b>11.36%</b>	<b>100.00%</b>

**3. Please rate your agreement with the following statements regarding your perception of the former Solano County ombudsman programs.**

		Strongly Agree	Agree	Don't Know / No Opinion	Disagree	Strongly Disagree	Total	Mean	Std Dev
The Solano County ombudsman program provided value to the person seeking assistance.	Count	14	18	54	0	2	88	2.523	0.844
	% by Col	25.00%	25.00%	18.37%	0.00%	28.57%	20.18%		
	% by Row	15.91%	20.45%	61.36%	0.00%	2.27%	100.00%		
	% by Total	3.21%	4.13%	12.39%	0.00%	0.46%	20.18%		
People using the Solano County ombudsman program required fewer resources of the regulatory agency to process agriculture-related permits than people who did not use the program.	Count	10	15	59	2	1	87	2.644	0.762
	% by Col	17.86%	20.83%	20.07%	28.57%	14.29%	19.95%		
	% by Row	11.49%	17.24%	67.82%	2.30%	1.15%	100.00%		
	% by Total	2.29%	3.44%	13.53%	0.46%	0.23%	19.95%		
People using the Solano County ombudsman program required less time to comply with agriculture-related permits than people who did not use the program.	Count	9	12	63	2	1	87	2.701	0.733
	% by Col	16.07%	16.67%	21.43%	28.57%	14.29%	19.95%		
	% by Row	10.34%	13.79%	72.41%	2.30%	1.15%	100.00%		
	% by Total	2.06%	2.75%	14.45%	0.46%	0.23%	19.95%		
The Solano County ombudsman program improved the relationship between the regulatory agency and the person seeking assistance.	Count	9	19	56	1	2	87	2.632	0.779
	% by Col	16.07%	26.39%	19.05%	14.29%	28.57%	19.95%		
	% by Row	10.34%	21.84%	64.37%	1.15%	2.30%	100.00%		
	% by Total	2.06%	4.36%	12.84%	0.23%	0.46%	19.95%		
The Solano County ombudsman program was cost-effective.	Count	14	8	62	2	1	87	2.632	0.823
	% by Col	25.00%	11.11%	21.09%	28.57%	14.29%	19.95%		
	% by Row	16.09%	9.20%	71.26%	2.30%	1.15%	100.00%		
	% by Total	3.21%	1.83%	14.22%	0.46%	0.23%	19.95%		
<b>Total</b>	Count	56	72	294	7	7	436	N/A	N/A
	% by Col	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%		
	% by Row	12.84%	16.51%	67.43%	1.61%	1.61%	100.00%		
	% by Total	12.84%	16.51%	67.43%	1.61%	1.61%	100.00%		



**3: Please rate your agreement with the following statements regarding your perception of the former Solano County ombudsman programs. (The Solano County ombudsman program provided value to the person seeking assistance.)**

		1. Several stakeholder groups have expressed interest in the Farmbudsman Program. Please select a group that you most closely identify with.								Total
		Farmer / Rancher	Processor / Transportation	Government Agency	Elected Official	Education /Research	Community / Advocacy Group	Financial Institution	Other	
Strongly Agree	Count	7	0	4	1	1	0	0	1	14
	% by Row	50.00%	0.00%	28.57%	7.14%	7.14%	0.00%	0.00%	7.14%	100.00%
Agree	Count	10	0	4	1	0	0	0	3	18
	% by Row	55.56%	0.00%	22.22%	5.56%	0.00%	0.00%	0.00%	16.67%	100.00%
Don't Know / No Opinion	Count	33	2	2	2	5	4	0	6	54
	% by Row	61.11%	3.70%	3.70%	3.70%	9.26%	7.41%	0.00%	11.11%	100.00%
Disagree	Count	0	0	0	0	0	0	0	0	0
	% by Row	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%
Strongly Disagree	Count	2	0	0	0	0	0	0	0	2
	% by Row	100.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%
Total	Count	52	2	10	4	6	4	0	10	88.00
	% by Row	59.09%	2.27%	11.36%	4.55%	6.82%	4.55%	0.00%	11.36%	100.00%

**3: Please rate your agreement with the following statements regarding your perception of the former Solano County ombudsman programs. (People using the Solano County ombudsman program required fewer resources of the regulatory agency to process agriculture-related permits than people who did not use the program.)**

		1. Several stakeholder groups have expressed interest in the Farmbudsman Program. Please select a group that you most closely identify with.								Total
		Farmer / Rancher	Processor / Transportation	Government Agency	Elected Official	Education /Research	Community / Advocacy Group	Financial Institution	Other	
Strongly Agree	Count	5	0	4	0	1	0	0	0	10
	% by Row	50.00%	0.00%	40.00%	0.00%	10.00%	0.00%	0.00%	0.00%	100.00%
Agree	Count	7	0	2	2	0	1	0	3	15
	% by Row	46.67%	0.00%	13.33%	13.33%	0.00%	6.67%	0.00%	20.00%	100.00%
Don't Know / No Opinion	Count	36	2	4	2	5	3	0	7	59
	% by Row	61.02%	3.39%	6.78%	3.39%	8.47%	5.08%	0.00%	11.86%	100.00%
Disagree	Count	2	0	0	0	0	0	0	0	2
	% by Row	100.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%
Strongly Disagree	Count	1	0	0	0	0	0	0	0	1
	% by Row	100.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%
Total	Count	51	2	10	4	6	4	0	10	87.00
	% by Row	58.62%	2.30%	11.49%	4.60%	6.90%	4.60%	0.00%	11.49%	100.00%

**3: Please rate your agreement with the following statements regarding your perception of the former Solano County ombudsman programs. (People using the Solano County ombudsman program required less time to comply with agriculture-related permits than people who did not use the program.)**

		1. Several stakeholder groups have expressed interest in the Farmbudsman Program. Please select a group that you most closely identify with.								Total
		Farmer / Rancher	Processor / Transportation	Government Agency	Elected Official	Education /Research	Community / Advocacy Group	Financial Institution	Other	
Strongly Agree	Count	5	0	3	0	1	0	0	0	9
	% by Row	55.56%	0.00%	33.33%	0.00%	11.11%	0.00%	0.00%	0.00%	100.00%
Agree	Count	3	0	2	2	0	1	0	4	12
	% by Row	25.00%	0.00%	16.67%	16.67%	0.00%	8.33%	0.00%	33.33%	100.00%
Don't Know / No Opinion	Count	41	2	5	2	5	3	0	5	63
	% by Row	65.08%	3.17%	7.94%	3.17%	7.94%	4.76%	0.00%	7.94%	100.00%
Disagree	Count	1	0	0	0	0	0	0	1	2
	% by Row	50.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	50.00%	100.00%
Strongly Disagree	Count	1	0	0	0	0	0	0	0	1
	% by Row	100.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%
Total	Count	51	2	10	4	6	4	0	10	87.00
	% by Row	58.62%	2.30%	11.49%	4.60%	6.90%	4.60%	0.00%	11.49%	100.00%

**3: Please rate your agreement with the following statements regarding your perception of the former Solano County ombudsman programs. (The Solano County ombudsman program improved the relationship between the regulatory agency and the person seeking assistance.)**

		1. Several stakeholder groups have expressed interest in the Farmbudsman Program. Please select a group that you most closely identify with.								Total
		Farmer / Rancher	Processor / Transportation	Government Agency	Elected Official	Education /Research	Community / Advocacy Group	Financial Institution	Other	
Strongly Agree	Count	2	0	3	2	1	0	0	1	9
	% by Row	22.22%	0.00%	33.33%	22.22%	11.11%	0.00%	0.00%	11.11%	100.00%
Agree	Count	14	0	2	0	0	0	0	3	19
	% by Row	73.68%	0.00%	10.53%	0.00%	0.00%	0.00%	0.00%	15.79%	100.00%
Don't Know / No Opinion	Count	33	2	5	2	4	4	0	6	56
	% by Row	58.93%	3.57%	8.93%	3.57%	7.14%	7.14%	0.00%	10.71%	100.00%
Disagree	Count	0	0	0	0	1	0	0	0	1
	% by Row	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%	0.00%	0.00%	100.00%
Strongly Disagree	Count	2	0	0	0	0	0	0	0	2
	% by Row	100.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%
Total	Count	51	2	10	4	6	4	0	10	87.00
	% by Row	58.62%	2.30%	11.49%	4.60%	6.90%	4.60%	0.00%	11.49%	100.00%

**3: Please rate your agreement with the following statements regarding your perception of the former Solano County ombudsman programs. (The Solano County ombudsman program was cost-effective.)**

		<b>1. Several stakeholder groups have expressed interest in the Farmbudsman Program. Please select a group that you most closely identify with.</b>								
		Farmer / Rancher	Processor / Transportation	Government Agency	Elected Official	Education /Research	Community / Advocacy Group	Financial Institution	Other	Total
Strongly Agree	Count	<b>8</b>	0	3	1	1	0	0	1	<b>14</b>
	% by Row	<b>57.14%</b>	0.00%	21.43%	7.14%	7.14%	0.00%	0.00%	7.14%	<b>100.00%</b>
Agree	Count	<b>3</b>	0	2	1	0	0	0	2	<b>8</b>
	% by Row	<b>37.50%</b>	0.00%	25.00%	12.50%	0.00%	0.00%	0.00%	25.00%	<b>100.00%</b>
Don't Know / No Opinion	Count	<b>37</b>	2	5	2	5	4	0	7	<b>62</b>
	% by Row	<b>59.68%</b>	3.23%	8.06%	3.23%	8.06%	6.45%	0.00%	11.29%	<b>100.00%</b>
Disagree	Count	<b>2</b>	0	0	0	0	0	0	0	<b>2</b>
	% by Row	<b>100.00%</b>	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	<b>100.00%</b>
Strongly Disagree	Count	<b>1</b>	0	0	0	0	0	0	0	<b>1</b>
	% by Row	<b>100.00%</b>	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	<b>100.00%</b>
<b>Total</b>	Count	<b>51</b>	<b>2</b>	<b>10</b>	<b>4</b>	<b>6</b>	<b>4</b>	<b>0</b>	<b>10</b>	<b>87.00</b>
	% by Row	<b>58.62%</b>	<b>2.30%</b>	<b>11.49%</b>	<b>4.60%</b>	<b>6.90%</b>	<b>4.60%</b>	<b>0.00%</b>	<b>11.49%</b>	<b>100.00%</b>

**4. Please rate your agreement with the following statements regarding your perception of the proposed the bi-county agriculture Farmbudsman Program to serve Solano and Yolo counties.**

		Strongly Agree	Agree	Don't Know / No Opinion	Disagree	Strongly Disagree	Total
There is a demand for Farmbudsman services in Solano and Yolo counties.	Count	34	39	13	1	2	89
	% by Col	10.56%	10.74%	7.56%	1.15%	6.90%	9.15%
	% by Row	38.20%	43.82%	14.61%	1.12%	2.25%	100.00%
	% by Total	3.49%	4.01%	1.34%	0.10%	0.21%	9.15%
A purpose of the Farmbudsman Program is to assist the agriculture community in navigating the various regulatory agencies.	Count	49	34	4	0	1	88
	% by Col	15.22%	9.37%	2.33%	0.00%	3.45%	9.04%
	% by Row	55.68%	38.64%	4.55%	0.00%	1.14%	100.00%
	% by Total	5.04%	3.49%	0.41%	0.00%	0.10%	9.04%
A purpose of the Farmbudsman Program is to expand value-added agriculture activities in Solano and Yolo counties.	Count	41	31	8	6	1	87
	% by Col	12.73%	8.54%	4.65%	6.90%	3.45%	8.94%
	% by Row	47.13%	35.63%	9.20%	6.90%	1.15%	100.00%
	% by Total	4.21%	3.19%	0.82%	0.62%	0.10%	8.94%
A purpose of the Farmbudsman Program is to assist in locating commercial processors in urban areas of Solano and Yolo counties.	Count	16	39	18	14	0	87
	% by Col	4.97%	10.74%	10.47%	16.09%	0.00%	8.94%
	% by Row	18.39%	44.83%	20.69%	16.09%	0.00%	100.00%
	% by Total	1.64%	4.01%	1.85%	1.44%	0.00%	8.94%
A purpose of the Farmbudsman program is to reduce the time applicants are involved in the regulatory process.	Count	41	38	7	1	1	88
	% by Col	12.73%	10.47%	4.07%	1.15%	3.45%	9.04%
	% by Row	46.59%	43.18%	7.95%	1.14%	1.14%	100.00%
	% by Total	4.21%	3.91%	0.72%	0.10%	0.10%	9.04%
A purpose of the Farmbudsman Program is to reduce the administrative workload of the regulatory agencies.	Count	19	32	24	7	7	89
	% by Col	5.90%	8.82%	13.95%	8.05%	24.14%	9.15%
	% by Row	21.35%	35.96%	26.97%	7.87%	7.87%	100.00%
	% by Total	1.95%	3.29%	2.47%	0.72%	0.72%	9.15%
A purpose of the Farmbudsman is to harmonize inter-county interpretations of regulations in Solano and Yolo counties.	Count	28	38	19	2	1	88
	% by Col	8.70%	10.47%	11.05%	2.30%	3.45%	9.04%
	% by Row	31.82%	43.18%	21.59%	2.27%	1.14%	100.00%
	% by Total	2.88%	3.91%	1.95%	0.21%	0.10%	9.04%

		Strongly Agree	Agree	Don't Know / No Opinion	Disagree	Strongly Disagree	Total
A purpose of the Farmbudsman is to develop marketing strategies for local products.	Count	<b>25</b>	23	20	17	4	<b>89</b>
	% by Col	<b>7.76%</b>	6.34%	11.63%	19.54%	13.79%	<b>9.15%</b>
	% by Row	<b>28.09%</b>	25.84%	22.47%	19.10%	4.49%	<b>100.00%</b>
	% by Total	<b>2.57%</b>	2.36%	2.06%	1.75%	0.41%	<b>9.15%</b>
A purpose of the Farmbudsman is to connect growers to sources of supplies and equipment.	Count	14	<b>30</b>	22	20	4	<b>90</b>
	% by Col	4.35%	<b>8.26%</b>	12.79%	22.99%	13.79%	<b>9.25%</b>
	% by Row	15.56%	<b>33.33%</b>	24.44%	22.22%	4.44%	<b>100.00%</b>
	% by Total	1.44%	<b>3.08%</b>	2.26%	2.06%	0.41%	<b>9.25%</b>
A purpose of the Farmbudsman is to connect growers to markets.	Count	26	<b>28</b>	15	14	5	<b>88</b>
	% by Col	8.07%	<b>7.71%</b>	8.72%	16.09%	17.24%	<b>9.04%</b>
	% by Row	29.55%	<b>31.82%</b>	17.05%	15.91%	5.68%	<b>100.00%</b>
	% by Total	2.67%	<b>2.88%</b>	1.54%	1.44%	0.51%	<b>9.04%</b>
A single Farmbudsman program can serve the needs of both Solano and Yolo counties.	Count	29	<b>31</b>	22	5	3	<b>90</b>
	% by Col	9.01%	<b>8.54%</b>	12.79%	5.75%	10.34%	<b>9.25%</b>
	% by Row	32.22%	<b>34.44%</b>	24.44%	5.56%	3.33%	<b>100.00%</b>
	% by Total	2.98%	<b>3.19%</b>	2.26%	0.51%	0.31%	<b>9.25%</b>
<b>Total</b>	Count	<b>322</b>	<b>363</b>	<b>172</b>	<b>87</b>	<b>29</b>	<b>973</b>
	% by Col	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>
	% by Row	<b>33.09%</b>	<b>37.31%</b>	<b>17.68%</b>	<b>8.94%</b>	<b>2.98%</b>	<b>100.00%</b>
	% by Total	<b>33.09%</b>	<b>37.31%</b>	<b>17.68%</b>	<b>8.94%</b>	<b>2.98%</b>	<b>100.00%</b>

**4: Please rate your agreement with the following statements regarding your perception of the proposed the bi-county agriculture Farmbudsman Program to serve Solano and Yolo counties. (There is a demand for Farmbudsman services in Solano and Yolo counties.)**

		<b>1. Several stakeholder groups have expressed interest in the Farmbudsman Program. Please select a group that you most closely identify with.</b>								
		Farmer / Rancher	Processor / Transportation	Government Agency	Elected Official	Education /Research	Community / Advocacy Group	Financial Institution	Other	Total
Strongly Agree	Count	16	0	6	2	3	1	0	6	34
	% by Row	47.06%	0.00%	17.65%	5.88%	8.82%	2.94%	0.00%	17.65%	100.00%
Agree	Count	23	2	3	2	3	3	0	3	39
	% by Row	58.97%	5.13%	7.69%	5.13%	7.69%	7.69%	0.00%	7.69%	100.00%
Don't Know / No Opinion	Count	11	0	1	0	0	0	0	1	13
	% by Row	84.62%	0.00%	7.69%	0.00%	0.00%	0.00%	0.00%	7.69%	100.00%
Disagree	Count	1	0	0	0	0	0	0	0	1
	% by Row	100.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%
Strongly Disagree	Count	2	0	0	0	0	0	0	0	2
	% by Row	100.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%
<b>Total</b>	Count	53	2	10	4	6	4	0	10	89.00
	% by Row	59.55%	2.25%	11.24%	4.49%	6.74%	4.49%	0.00%	11.24%	100.00%

**4: Please rate your agreement with the following statements regarding your perception of the proposed the bi-county agriculture Farmbudsman Program to serve Solano and Yolo counties. (A purpose of the Farmbudsman Program is to assist the agriculture community in navigating the various regulatory agencies.)**

		<b>1. Several stakeholder groups have expressed interest in the Farmbudsman Program. Please select a group that you most closely identify with.</b>								
		Farmer / Rancher	Processor / Transportation	Government Agency	Elected Official	Education /Research	Community / Advocacy Group	Financial Institution	Other	Total
Strongly Agree	Count	24	0	7	4	6	1	0	7	49
	% by Row	48.98%	0.00%	14.29%	8.16%	12.24%	2.04%	0.00%	14.29%	100.00%
Agree	Count	24	2	2	0	0	3	0	3	34
	% by Row	70.59%	5.88%	5.88%	0.00%	0.00%	8.82%	0.00%	8.82%	100.00%
Don't Know / No Opinion	Count	4	0	0	0	0	0	0	0	4
	% by Row	100.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%
Disagree	Count	0	0	0	0	0	0	0	0	0
	% by Row	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%
Strongly Disagree	Count	1	0	0	0	0	0	0	0	1
	% by Row	100.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%
<b>Total</b>	Count	53	2	9	4	6	4	0	10	88.00
	% by Row	60.23%	2.27%	10.23%	4.55%	6.82%	4.55%	0.00%	11.36%	100.00%

**4: Please rate your agreement with the following statements regarding your perception of the proposed the bi-county agriculture Farmbudsman Program to serve Solano and Yolo counties. (A purpose of the Farmbudsman Program is to expand value-added agriculture activities in Solano and Yolo counties. )**

		<b>1. Several stakeholder groups have expressed interest in the Farmbudsman Program. Please select a group that you most closely identify with.</b>								
		Farmer / Rancher	Processor / Transportation	Government Agency	Elected Official	Education /Research	Community / Advocacy Group	Financial Institution	Other	Total
Strongly Agree	Count	<b>25</b>	0	8	2	2	0	0	4	<b>41</b>
	% by Row	<b>60.98%</b>	0.00%	19.51%	4.88%	4.88%	0.00%	0.00%	9.76%	<b>100.00%</b>
Agree	Count	<b>14</b>	2	1	2	3	3	0	6	<b>31</b>
	% by Row	<b>45.16%</b>	6.45%	3.23%	6.45%	9.68%	9.68%	0.00%	19.35%	<b>100.00%</b>
Don't Know / No Opinion	Count	<b>7</b>	0	0	0	0	1	0	0	<b>8</b>
	% by Row	<b>87.50%</b>	0.00%	0.00%	0.00%	0.00%	12.50%	0.00%	0.00%	<b>100.00%</b>
Disagree	Count	<b>4</b>	0	1	0	1	0	0	0	<b>6</b>
	% by Row	<b>66.67%</b>	0.00%	16.67%	0.00%	16.67%	0.00%	0.00%	0.00%	<b>100.00%</b>
Strongly Disagree	Count	<b>1</b>	0	0	0	0	0	0	0	<b>1</b>
	% by Row	<b>100.00%</b>	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	<b>100.00%</b>
<b>Total</b>	Count	<b>51</b>	<b>2</b>	<b>10</b>	<b>4</b>	<b>6</b>	<b>4</b>	<b>0</b>	<b>10</b>	<b>87.00</b>
	% by Row	<b>58.62%</b>	<b>2.30%</b>	<b>11.49%</b>	<b>4.60%</b>	<b>6.90%</b>	<b>4.60%</b>	<b>0.00%</b>	<b>11.49%</b>	<b>100.00%</b>

**4: Please rate your agreement with the following statements regarding your perception of the proposed the bi-county agriculture Farmbudsman Program to serve Solano and Yolo counties. (A purpose of the Farmbudsman Program is to assist in locating commercial processors in urban areas of Solano and Yolo counties.)**

		<b>1. Several stakeholder groups have expressed interest in the Farmbudsman Program. Please select a group that you most closely identify with.</b>								
		Farmer / Rancher	Processor / Transportation	Government Agency	Elected Official	Education /Research	Community / Advocacy Group	Financial Institution	Other	Total
Strongly Agree	Count	<b>6</b>	1	4	2	1	0	0	2	<b>16</b>
	% by Row	<b>37.50%</b>	6.25%	25.00%	12.50%	6.25%	0.00%	0.00%	12.50%	<b>100.00%</b>
Agree	Count	<b>21</b>	0	4	1	4	3	0	6	<b>39</b>
	% by Row	<b>53.85%</b>	0.00%	10.26%	2.56%	10.26%	7.69%	0.00%	15.38%	<b>100.00%</b>
Don't Know / No Opinion	Count	<b>14</b>	1	1	0	1	1	0	0	<b>18</b>
	% by Row	<b>77.78%</b>	5.56%	5.56%	0.00%	5.56%	5.56%	0.00%	0.00%	<b>100.00%</b>
Disagree	Count	<b>10</b>	0	1	1	0	0	0	2	<b>14</b>
	% by Row	<b>71.43%</b>	0.00%	7.14%	7.14%	0.00%	0.00%	0.00%	14.29%	<b>100.00%</b>
Strongly Disagree	Count	<b>0</b>	0	0	0	0	0	0	0	<b>0</b>
	% by Row	<b>0.00%</b>	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	<b>100.00%</b>
<b>Total</b>	Count	<b>51</b>	<b>2</b>	<b>10</b>	<b>4</b>	<b>6</b>	<b>4</b>	<b>0</b>	<b>10</b>	<b>87.00</b>
	% by Row	<b>58.62%</b>	<b>2.30%</b>	<b>11.49%</b>	<b>4.60%</b>	<b>6.90%</b>	<b>4.60%</b>	<b>0.00%</b>	<b>11.49%</b>	<b>100.00%</b>

**4: Please rate your agreement with the following statements regarding your perception of the proposed the bi-county agriculture Farmbudsman Program to serve Solano and Yolo counties. (A purpose of the Farmbudsman program is to reduce the time applicants are involved in the regulatory process.)**

		<b>1. Several stakeholder groups have expressed interest in the Farmbudsman Program. Please select a group that you most closely identify with.</b>								
		Farmer / Rancher	Processor / Transportation	Government Agency	Elected Official	Education /Research	Community / Advocacy Group	Financial Institution	Other	Total
Strongly Agree	Count	22	2	6	4	4	1	0	2	41
	% by Row	53.66%	4.88%	14.63%	9.76%	9.76%	2.44%	0.00%	4.88%	100.00%
Agree	Count	23	0	2	0	2	3	0	8	38
	% by Row	60.53%	0.00%	5.26%	0.00%	5.26%	7.89%	0.00%	21.05%	100.00%
Don't Know / No Opinion	Count	6	0	1	0	0	0	0	0	7
	% by Row	85.71%	0.00%	14.29%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%
Disagree	Count	0	0	1	0	0	0	0	0	1
	% by Row	0.00%	0.00%	100.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%
Strongly Disagree	Count	1	0	0	0	0	0	0	0	1
	% by Row	100.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%
Total	Count	52	2	10	4	6	4	0	10	88.00
	% by Row	59.09%	2.27%	11.36%	4.55%	6.82%	4.55%	0.00%	11.36%	100.00%

**4: Please rate your agreement with the following statements regarding your perception of the proposed the bi-county agriculture Farmbudsman Program to serve Solano and Yolo counties. (A purpose of the Farmbudsman Program is to reduce the administrative workload of the regulatory agencies.)**

		<b>1. Several stakeholder groups have expressed interest in the Farmbudsman Program. Please select a group that you most closely identify with.</b>								
		Farmer / Rancher	Processor / Transportation	Government Agency	Elected Official	Education /Research	Community / Advocacy Group	Financial Institution	Other	Total
Strongly Agree	Count	7	1	5	2	2	0	0	2	19
	% by Row	36.84%	5.26%	26.32%	10.53%	10.53%	0.00%	0.00%	10.53%	100.00%
Agree	Count	17	1	1	1	3	4	0	5	32
	% by Row	53.13%	3.13%	3.13%	3.13%	9.38%	12.50%	0.00%	15.63%	100.00%
Don't Know / No Opinion	Count	17	0	3	1	1	0	0	2	24
	% by Row	70.83%	0.00%	12.50%	4.17%	4.17%	0.00%	0.00%	8.33%	100.00%
Disagree	Count	5	0	1	0	0	0	0	1	7
	% by Row	71.43%	0.00%	14.29%	0.00%	0.00%	0.00%	0.00%	14.29%	100.00%
Strongly Disagree	Count	7	0	0	0	0	0	0	0	7
	% by Row	100.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%
Total	Count	53	2	10	4	6	4	0	10	89.00
	% by Row	59.55%	2.25%	11.24%	4.49%	6.74%	4.49%	0.00%	11.24%	100.00%



**4: Please rate your agreement with the following statements regarding your perception of the proposed the bi-county agriculture Farmbudsman Program to serve Solano and Yolo counties. (A purpose of the Farmbudsman is to harmonize inter-county interpretations of regulations in Solano and Yolo counties.)**

		<b>1. Several stakeholder groups have expressed interest in the Farmbudsman Program. Please select a group that you most closely identify with.</b>								
		Farmer / Rancher	Processor / Transportation	Government Agency	Elected Official	Education /Research	Community / Advocacy Group	Financial Institution	Other	Total
Strongly Agree	Count	<b>14</b>	1	3	1	2	1	0	6	<b>28</b>
	% by Row	<b>50.00%</b>	3.57%	10.71%	3.57%	7.14%	3.57%	0.00%	21.43%	<b>100.00%</b>
Agree	Count	<b>21</b>	1	4	3	3	3	0	3	<b>38</b>
	% by Row	<b>55.26%</b>	2.63%	10.53%	7.89%	7.89%	7.89%	0.00%	7.89%	<b>100.00%</b>
Don't Know / No Opinion	Count	<b>16</b>	0	2	0	0	0	0	1	<b>19</b>
	% by Row	<b>84.21%</b>	0.00%	10.53%	0.00%	0.00%	0.00%	0.00%	5.26%	<b>100.00%</b>
Disagree	Count	<b>1</b>	0	<b>1</b>	0	0	0	0	0	<b>2</b>
	% by Row	<b>50.00%</b>	0.00%	<b>50.00%</b>	0.00%	0.00%	0.00%	0.00%	0.00%	<b>100.00%</b>
Strongly Disagree	Count	<b>1</b>	0	0	0	0	0	0	0	<b>1</b>
	% by Row	<b>100.00%</b>	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	<b>100.00%</b>
<b>Total</b>	Count	<b>53</b>	<b>2</b>	<b>10</b>	<b>4</b>	<b>5</b>	<b>4</b>	<b>0</b>	<b>10</b>	<b>88.00</b>
	% by Row	<b>60.23%</b>	<b>2.27%</b>	<b>11.36%</b>	<b>4.55%</b>	<b>5.68%</b>	<b>4.55%</b>	<b>0.00%</b>	<b>11.36%</b>	<b>100.00%</b>

**4: Please rate your agreement with the following statements regarding your perception of the proposed the bi-county agriculture Farmbudsman Program to serve Solano and Yolo counties. (A purpose of the Farmbudsman is to develop marketing strategies for local products.)**

		<b>1. Several stakeholder groups have expressed interest in the Farmbudsman Program. Please select a group that you most closely identify with.</b>								
		Farmer / Rancher	Processor / Transportation	Government Agency	Elected Official	Education /Research	Community / Advocacy Group	Financial Institution	Other	Total
Strongly Agree	Count	<b>17</b>	0	3	2	0	0	0	3	<b>25</b>
	% by Row	<b>68.00%</b>	0.00%	12.00%	8.00%	0.00%	0.00%	0.00%	12.00%	<b>100.00%</b>
Agree	Count	<b>11</b>	1	4	1	2	1	0	3	<b>23</b>
	% by Row	<b>47.83%</b>	4.35%	17.39%	4.35%	8.70%	4.35%	0.00%	13.04%	<b>100.00%</b>
Don't Know / No Opinion	Count	<b>13</b>	0	2	0	1	2	0	2	<b>20</b>
	% by Row	<b>65.00%</b>	0.00%	10.00%	0.00%	5.00%	10.00%	0.00%	10.00%	<b>100.00%</b>
Disagree	Count	<b>8</b>	1	1	1	3	1	0	2	<b>17</b>
	% by Row	<b>47.06%</b>	5.88%	5.88%	5.88%	17.65%	5.88%	0.00%	11.76%	<b>100.00%</b>
Strongly Disagree	Count	<b>4</b>	0	0	0	0	0	0	0	<b>4</b>
	% by Row	<b>100.00%</b>	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	<b>100.00%</b>
<b>Total</b>	Count	<b>53</b>	<b>2</b>	<b>10</b>	<b>4</b>	<b>6</b>	<b>4</b>	<b>0</b>	<b>10</b>	<b>89.00</b>
	% by Row	<b>59.55%</b>	<b>2.25%</b>	<b>11.24%</b>	<b>4.49%</b>	<b>6.74%</b>	<b>4.49%</b>	<b>0.00%</b>	<b>11.24%</b>	<b>100.00%</b>

**4: Please rate your agreement with the following statements regarding your perception of the proposed the bi-county agriculture Farmbudsman Program to serve Solano and Yolo counties. (A purpose of the Farmbudsman is to connect growers to sources of supplies and equipment.)**

		<b>1. Several stakeholder groups have expressed interest in the Farmbudsman Program. Please select a group that you most closely identify with.</b>								
		Farmer / Rancher	Processor / Transportation	Government Agency	Elected Official	Education /Research	Community / Advocacy Group	Financial Institution	Other	Total
Strongly Agree	Count	<b>7</b>	0	1	2	0	1	0	3	<b>14</b>
	% by Row	<b>50.00%</b>	0.00%	7.14%	14.29%	0.00%	7.14%	0.00%	21.43%	<b>100.00%</b>
Agree	Count	<b>18</b>	2	3	0	0	2	0	5	<b>30</b>
	% by Row	<b>60.00%</b>	6.67%	10.00%	0.00%	0.00%	6.67%	0.00%	16.67%	<b>100.00%</b>
Don't Know / No Opinion	Count	<b>16</b>	0	3	1	2	0	0	0	<b>22</b>
	% by Row	<b>72.73%</b>	0.00%	13.64%	4.55%	9.09%	0.00%	0.00%	0.00%	<b>100.00%</b>
Disagree	Count	<b>9</b>	0	3	1	4	1	0	2	<b>20</b>
	% by Row	<b>45.00%</b>	0.00%	15.00%	5.00%	20.00%	5.00%	0.00%	10.00%	<b>100.00%</b>
Strongly Disagree	Count	<b>4</b>	0	0	0	0	0	0	0	<b>4</b>
	% by Row	<b>100.00%</b>	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	<b>100.00%</b>
<b>Total</b>	Count	<b>54</b>	<b>2</b>	<b>10</b>	<b>4</b>	<b>6</b>	<b>4</b>	<b>0</b>	<b>10</b>	<b>90.00</b>
	% by Row	<b>60.00%</b>	<b>2.22%</b>	<b>11.11%</b>	<b>4.44%</b>	<b>6.67%</b>	<b>4.44%</b>	<b>0.00%</b>	<b>11.11%</b>	<b>100.00%</b>

**4: Please rate your agreement with the following statements regarding your perception of the proposed the bi-county agriculture Farmbudsman Program to serve Solano and Yolo counties. (A purpose of the Farmbudsman is to connect growers to markets.)**

		<b>1. Several stakeholder groups have expressed interest in the Farmbudsman Program. Please select a group that you most closely identify with.</b>								
		Farmer / Rancher	Processor / Transportation	Government Agency	Elected Official	Education /Research	Community / Advocacy Group	Financial Institution	Other	Total
Strongly Agree	Count	<b>17</b>	0	4	3	0	0	0	2	<b>26</b>
	% by Row	<b>65.38%</b>	0.00%	15.38%	11.54%	0.00%	0.00%	0.00%	7.69%	<b>100.00%</b>
Agree	Count	<b>15</b>	1	2	0	1	3	0	6	<b>28</b>
	% by Row	<b>53.57%</b>	3.57%	7.14%	0.00%	3.57%	10.71%	0.00%	21.43%	<b>100.00%</b>
Don't Know / No Opinion	Count	<b>11</b>	0	2	0	2	0	0	0	<b>15</b>
	% by Row	<b>73.33%</b>	0.00%	13.33%	0.00%	13.33%	0.00%	0.00%	0.00%	<b>100.00%</b>
Disagree	Count	<b>6</b>	1	2	0	3	1	0	1	<b>14</b>
	% by Row	<b>42.86%</b>	7.14%	14.29%	0.00%	21.43%	7.14%	0.00%	7.14%	<b>100.00%</b>
Strongly Disagree	Count	<b>5</b>	0	0	0	0	0	0	0	<b>5</b>
	% by Row	<b>100.00%</b>	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	<b>100.00%</b>
<b>Total</b>	Count	<b>54</b>	<b>2</b>	<b>10</b>	<b>3</b>	<b>6</b>	<b>4</b>	<b>0</b>	<b>9</b>	<b>88.00</b>
	% by Row	<b>61.36%</b>	<b>2.27%</b>	<b>11.36%</b>	<b>3.41%</b>	<b>6.82%</b>	<b>4.55%</b>	<b>0.00%</b>	<b>10.23%</b>	<b>100.00%</b>

**4: Please rate your agreement with the following statements regarding your perception of the proposed the bi-county agriculture Farmbudsman Program to serve Solano and Yolo counties. (A single Farmbudsman program can serve the needs of both Solano and Yolo counties.)**

		<b>1. Several stakeholder groups have expressed interest in the Farmbudsman Program. Please select a group that you most closely identify with.</b>								
		Farmer / Rancher	Processor / Transportation	Government Agency	Elected Official	Education /Research	Community / Advocacy Group	Financial Institution	Other	Total
Strongly Agree	Count	<b>13</b>	1	4	1	3	1	0	6	<b>29</b>
	% by Row	<b>44.83%</b>	3.45%	13.79%	3.45%	10.34%	3.45%	0.00%	20.69%	<b>100.00%</b>
Agree	Count	<b>19</b>	1	2	2	2	2	0	3	<b>31</b>
	% by Row	<b>61.29%</b>	3.23%	6.45%	6.45%	6.45%	6.45%	0.00%	9.68%	<b>100.00%</b>
Don't Know / No Opinion	Count	<b>16</b>	0	2	1	1	1	0	1	<b>22</b>
	% by Row	<b>72.73%</b>	0.00%	9.09%	4.55%	4.55%	4.55%	0.00%	4.55%	<b>100.00%</b>
Disagree	Count	<b>4</b>	0	1	0	0	0	0	0	<b>5</b>
	% by Row	<b>80.00%</b>	0.00%	20.00%	0.00%	0.00%	0.00%	0.00%	0.00%	<b>100.00%</b>
Strongly Disagree	Count	<b>2</b>	0	1	0	0	0	0	0	<b>3</b>
	% by Row	<b>66.67%</b>	0.00%	33.33%	0.00%	0.00%	0.00%	0.00%	0.00%	<b>100.00%</b>
<b>Total</b>	Count	<b>54</b>	<b>2</b>	<b>10</b>	<b>4</b>	<b>6</b>	<b>4</b>	<b>0</b>	<b>10</b>	<b>90.00</b>
	% by Row	<b>60.00%</b>	<b>2.22%</b>	<b>11.11%</b>	<b>4.44%</b>	<b>6.67%</b>	<b>4.44%</b>	<b>0.00%</b>	<b>11.11%</b>	<b>100.00%</b>

**5. Please rate your agreement with the following strategies to measure the value and effectiveness of the proposed bi-county Farmbudsman Program to serve Solano and Yolo counties.**

		Strongly Agree	Agree	Don't Know / No Opinion	Disagree	Strongly Disagree	Total
Client assessments of the benefits of the program (i.e. met their needs, satisfaction with service, etc.)	Count	27	<b>44</b>	16	0	1	<b>88</b>
	% by Col	19.71%	<b>22.00%</b>	11.85%	0.00%	11.11%	<b>17.05%</b>
	% by Row	30.68%	<b>50.00%</b>	18.18%	0.00%	1.14%	<b>100.00%</b>
	% by Total	5.23%	<b>8.53%</b>	3.10%	0.00%	0.19%	<b>17.05%</b>
Client assessments of how the program impacted their operations (i.e. capacity, cost reductions, efficiency, sustain current operations, etc.)	Count	27	<b>35</b>	21	3	1	<b>87</b>
	% by Col	19.71%	<b>17.50%</b>	15.56%	8.57%	11.11%	<b>16.86%</b>
	% by Row	31.03%	<b>40.23%</b>	24.14%	3.45%	1.15%	<b>100.00%</b>
	% by Total	5.23%	<b>6.78%</b>	4.07%	0.58%	0.19%	<b>16.86%</b>
Client assessments of change in output due to the program (i.e. active production acres, increased sales, add employees, etc.)	Count	17	<b>32</b>	28	5	1	<b>83</b>
	% by Col	12.41%	<b>16.00%</b>	20.74%	14.29%	11.11%	<b>16.09%</b>
	% by Row	20.48%	<b>38.55%</b>	33.73%	6.02%	1.20%	<b>100.00%</b>
	% by Total	3.29%	<b>6.20%</b>	5.43%	0.97%	0.19%	<b>16.09%</b>
Independent measures of economic impact (i.e. USDA census data, Bureau of Labor Statistics, etc.)	Count	9	26	<b>30</b>	19	2	<b>86</b>
	% by Col	6.57%	13.00%	<b>22.22%</b>	54.29%	22.22%	<b>16.67%</b>
	% by Row	10.47%	30.23%	<b>34.88%</b>	22.09%	2.33%	<b>100.00%</b>
	% by Total	1.74%	5.04%	<b>5.81%</b>	3.68%	0.39%	<b>16.67%</b>
Regulatory agency assessments of changes in the amount of staff resources needed to process agriculture-related permits (i.e. time per permit, requests for additional information, etc.)	Count	21	<b>32</b>	25	5	3	<b>86</b>
	% by Col	15.33%	<b>16.00%</b>	18.52%	14.29%	33.33%	<b>16.67%</b>
	% by Row	24.42%	<b>37.21%</b>	29.07%	5.81%	3.49%	<b>100.00%</b>
	% by Total	4.07%	<b>6.20%</b>	4.84%	0.97%	0.58%	<b>16.67%</b>
Change in the relationship between the regulatory agencies and the agriculture community (i.e. satisfaction surveys, change in the number of collaborative activities, etc.)	Count	<b>36</b>	31	15	3	1	<b>86</b>
	% by Col	<b>26.28%</b>	15.50%	11.11%	8.57%	11.11%	<b>16.67%</b>
	% by Row	<b>41.86%</b>	36.05%	17.44%	3.49%	1.16%	<b>100.00%</b>
	% by Total	<b>6.98%</b>	6.01%	2.91%	0.58%	0.19%	<b>16.67%</b>
<b>Total</b>	Count	<b>137</b>	<b>200</b>	<b>135</b>	<b>35</b>	<b>9</b>	<b>516</b>
	% by Col	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>
	% by Row	<b>26.55%</b>	<b>38.76%</b>	<b>26.16%</b>	<b>6.78%</b>	<b>1.74%</b>	<b>100.00%</b>
	% by Total	<b>26.55%</b>	<b>38.76%</b>	<b>26.16%</b>	<b>6.78%</b>	<b>1.74%</b>	<b>100.00%</b>

**5: Please rate your agreement with the following strategies to measure the value and effectiveness of the proposed bi-county Farmbudsman Program to serve Solano and Yolo counties. (Client assessments of the benefits of the program (i.e. met their needs, satisfaction with service, etc.))**

		1. Several stakeholder groups have expressed interest in the Farmbudsman Program. Please select a group that you most closely identify with.								Total
		Farmer / Rancher	Processor / Transportation	Government Agency	Elected Official	Education /Research	Community / Advocacy Group	Financial Institution	Other	
Strongly Agree	Count	15	0	6	0	2	2	0	2	27
	% by Row	55.56%	0.00%	22.22%	0.00%	7.41%	7.41%	0.00%	7.41%	100.00%
Agree	Count	25	2	2	3	4	2	0	6	44
	% by Row	56.82%	4.55%	4.55%	6.82%	9.09%	4.55%	0.00%	13.64%	100.00%
Don't Know / No Opinion	Count	11	0	2	1	0	0	0	2	16
	% by Row	68.75%	0.00%	12.50%	6.25%	0.00%	0.00%	0.00%	12.50%	100.00%
Disagree	Count	0	0	0	0	0	0	0	0	0
	% by Row	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%
Strongly Disagree	Count	1	0	0	0	0	0	0	0	1
	% by Row	100.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%
Total	Count	52	2	10	4	6	4	0	10	88.00
	% by Row	59.09%	2.27%	11.36%	4.55%	6.82%	4.55%	0.00%	11.36%	100.00%

**5: Please rate your agreement with the following strategies to measure the value and effectiveness of the proposed bi-county Farmbudsman Program to serve Solano and Yolo counties. (Client assessments of how the program impacted their operations (i.e. capacity, cost reductions, efficiency, sustain current operations, etc.))**

		1. Several stakeholder groups have expressed interest in the Farmbudsman Program. Please select a group that you most closely identify with.								Total
		Farmer / Rancher	Processor / Transportation	Government Agency	Elected Official	Education /Research	Community / Advocacy Group	Financial Institution	Other	
Strongly Agree	Count	14	0	3	1	3	2	0	4	27
	% by Row	51.85%	0.00%	11.11%	3.70%	11.11%	7.41%	0.00%	14.81%	100.00%
Agree	Count	19	1	6	2	2	2	0	3	35
	% by Row	54.29%	2.86%	17.14%	5.71%	5.71%	5.71%	0.00%	8.57%	100.00%
Don't Know / No Opinion	Count	17	0	1	1	0	0	0	2	21
	% by Row	80.95%	0.00%	4.76%	4.76%	0.00%	0.00%	0.00%	9.52%	100.00%
Disagree	Count	1	0	0	0	1	0	0	1	3
	% by Row	33.33%	0.00%	0.00%	0.00%	33.33%	0.00%	0.00%	33.33%	100.00%
Strongly Disagree	Count	1	0	0	0	0	0	0	0	1
	% by Row	100.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%
Total	Count	52	1	10	4	6	4	0	10	87.00
	% by Row	59.77%	1.15%	11.49%	4.60%	6.90%	4.60%	0.00%	11.49%	100.00%

**5: Please rate your agreement with the following strategies to measure the value and effectiveness of the proposed bi-county Farmbudsman Program to serve Solano and Yolo counties. (Client assessments of change in output due to the program (i.e. active production acres, increased sales, add employees, etc.))**

		<b>1. Several stakeholder groups have expressed interest in the Farmbudsman Program. Please select a group that you most closely identify with.</b>								
		Farmer / Rancher	Processor / Transportation	Government Agency	Elected Official	Education / Research	Community / Advocacy Group	Financial Institution	Other	Total
Strongly Agree	Count	<b>12</b>	0	1	1	1	0	0	2	<b>17</b>
	% by Row	<b>70.59%</b>	0.00%	5.88%	5.88%	5.88%	0.00%	0.00%	11.76%	<b>100.00%</b>
Agree	Count	<b>14</b>	1	6	1	2	3	0	5	<b>32</b>
	% by Row	<b>43.75%</b>	3.13%	18.75%	3.13%	6.25%	9.38%	0.00%	15.63%	<b>100.00%</b>
Don't Know / No Opinion	Count	<b>18</b>	1	2	2	1	1	0	3	<b>28</b>
	% by Row	<b>64.29%</b>	3.57%	7.14%	7.14%	3.57%	3.57%	0.00%	10.71%	<b>100.00%</b>
Disagree	Count	<b>3</b>	0	0	0	2	0	0	0	<b>5</b>
	% by Row	<b>60.00%</b>	0.00%	0.00%	0.00%	40.00%	0.00%	0.00%	0.00%	<b>100.00%</b>
Strongly Disagree	Count	<b>1</b>	0	0	0	0	0	0	0	<b>1</b>
	% by Row	<b>100.00%</b>	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	<b>100.00%</b>
<b>Total</b>	Count	<b>48</b>	<b>2</b>	<b>9</b>	<b>4</b>	<b>6</b>	<b>4</b>	<b>0</b>	<b>10</b>	<b>83.00</b>
	% by Row	<b>57.83%</b>	<b>2.41%</b>	<b>10.84%</b>	<b>4.82%</b>	<b>7.23%</b>	<b>4.82%</b>	<b>0.00%</b>	<b>12.05%</b>	<b>100.00%</b>

**5: Please rate your agreement with the following strategies to measure the value and effectiveness of the proposed bi-county Farmbudsman Program to serve Solano and Yolo counties. (Independent measures of economic impact (i.e. USDA census data, Bureau of Labor Statistics, etc.) )**

		<b>1. Several stakeholder groups have expressed interest in the Farmbudsman Program. Please select a group that you most closely identify with.</b>								
		Farmer / Rancher	Processor / Transportation	Government Agency	Elected Official	Education / Research	Community / Advocacy Group	Financial Institution	Other	Total
Strongly Agree	Count	<b>3</b>	0	1	2	1	0	0	2	<b>9</b>
	% by Row	<b>33.33%</b>	0.00%	11.11%	22.22%	11.11%	0.00%	0.00%	22.22%	<b>100.00%</b>
Agree	Count	<b>14</b>	1	3	0	1	2	0	5	<b>26</b>
	% by Row	<b>53.85%</b>	3.85%	11.54%	0.00%	3.85%	7.69%	0.00%	19.23%	<b>100.00%</b>
Don't Know / No Opinion	Count	<b>20</b>	1	3	2	2	1	0	1	<b>30</b>
	% by Row	<b>66.67%</b>	3.33%	10.00%	6.67%	6.67%	3.33%	0.00%	3.33%	<b>100.00%</b>
Disagree	Count	<b>13</b>	0	2	0	2	1	0	1	<b>19</b>
	% by Row	<b>68.42%</b>	0.00%	10.53%	0.00%	10.53%	5.26%	0.00%	5.26%	<b>100.00%</b>
Strongly Disagree	Count	<b>1</b>	0	1	0	0	0	0	0	<b>2</b>
	% by Row	<b>50.00%</b>	0.00%	50.00%	0.00%	0.00%	0.00%	0.00%	0.00%	<b>100.00%</b>
<b>Total</b>	Count	<b>51</b>	<b>2</b>	<b>10</b>	<b>4</b>	<b>6</b>	<b>4</b>	<b>0</b>	<b>9</b>	<b>86.00</b>
	% by Row	<b>59.30%</b>	<b>2.33%</b>	<b>11.63%</b>	<b>4.65%</b>	<b>6.98%</b>	<b>4.65%</b>	<b>0.00%</b>	<b>10.47%</b>	<b>100.00%</b>

**5: Please rate your agreement with the following strategies to measure the value and effectiveness of the proposed bi-county Farmbudsman Program to serve Solano and Yolo counties. (Regulatory agency assessments of changes in the amount of staff resources needed to process agriculture-related permits (i.e. time per permit, requests for additional information, etc.))**

		1. Several stakeholder groups have expressed interest in the Farmbudsman Program. Please select a group that you most closely identify with.								Total
		Farmer / Rancher	Processor / Transportation	Government Agency	Elected Official	Education / Research	Community / Advocacy Group	Financial Institution	Other	
Strongly Agree	Count	11	1	3	1	3	1	0	1	21
	% by Row	52.38%	4.76%	14.29%	4.76%	14.29%	4.76%	0.00%	4.76%	100.00%
Agree	Count	17	1	1	1	3	3	0	6	32
	% by Row	53.13%	3.13%	3.13%	3.13%	9.38%	9.38%	0.00%	18.75%	100.00%
Don't Know / No Opinion	Count	18	0	3	2	0	0	0	2	25
	% by Row	72.00%	0.00%	12.00%	8.00%	0.00%	0.00%	0.00%	8.00%	100.00%
Disagree	Count	1	0	3	0	0	0	0	1	5
	% by Row	20.00%	0.00%	60.00%	0.00%	0.00%	0.00%	0.00%	20.00%	100.00%
Strongly Disagree	Count	3	0	0	0	0	0	0	0	3
	% by Row	100.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%
Total	Count	50	2	10	4	6	4	0	10	86.00
	% by Row	58.14%	2.33%	11.63%	4.65%	6.98%	4.65%	0.00%	11.63%	100.00%

**5: Please rate your agreement with the following strategies to measure the value and effectiveness of the proposed bi-county Farmbudsman Program to serve Solano and Yolo counties. (Change in the relationship between the regulatory agencies and the agriculture community (i.e. satisfaction surveys, change in the number of collaborative activities, etc.))**

		1. Several stakeholder groups have expressed interest in the Farmbudsman Program. Please select a group that you most closely identify with.								Total
		Farmer / Rancher	Processor / Transportation	Government Agency	Elected Official	Education / Research	Community / Advocacy Group	Financial Institution	Other	
Strongly Agree	Count	20	0	4	2	4	2	0	4	36
	% by Row	55.56%	0.00%	11.11%	5.56%	11.11%	5.56%	0.00%	11.11%	100.00%
Agree	Count	16	2	5	1	2	2	0	3	31
	% by Row	51.61%	6.45%	16.13%	3.23%	6.45%	6.45%	0.00%	9.68%	100.00%
Don't Know / No Opinion	Count	11	0	0	1	0	0	0	3	15
	% by Row	73.33%	0.00%	0.00%	6.67%	0.00%	0.00%	0.00%	20.00%	100.00%
Disagree	Count	2	0	1	0	0	0	0	0	3
	% by Row	66.67%	0.00%	33.33%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%
Strongly Disagree	Count	1	0	0	0	0	0	0	0	1
	% by Row	100.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%
Total	Count	50	2	10	4	6	4	0	10	86.00
	% by Row	58.14%	2.33%	11.63%	4.65%	6.98%	4.65%	0.00%	11.63%	100.00%

