



DACUM's Duty-Task and SME's Lists

CSA Grower/Manager

DACUM Process SME's:

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Christie Welch, Farmers' Markets, The Ohio State University South Centers, Piketon, OH

Al Welch, The Ohio State University South Centers, Piketon, OH

Donovan Larkins, Shekinah Ranch, Dayton, OH

Linda Cadney, Shekinah Ranch, Dayton, OH

Meagan Zeune, Goodness Grows, 2310 W. South Range Road North Lima, OH

Milan Pajev, Fulton Farms, Happy Box CSA, Troy, OH

CSA Grower/Manager

DUTY/TASK LIST (12 Duties Areas and 137 Tasks)

Duty Area A: Develop Marketing Strategies

- 1 Develop business plan
- 2 Develop marketing plan
- 3 Maintain website
- 4 Prepare flyers and brochures
- 5 Identify funding mechanisms (e.g., loans, member-ships, grants)
- 6 Conduct outreach activities (e.g., displays, public speaking events, recipe cards)
- 7 Prepare news-letters (e.g., educational, promotional and informational)
- 8 Maintain email/contact database
- 9 Develop promotional materials (e.g., signs, magnets)
- 10 Create social networking presence

- 11 Provide product samples
- 12 Participate in GAP training

Duty Area B: Provide Customer Service & Public Relations

- 1 Provide customer service training to employees
- 2 Respond to customer concerns (e.g., email, phone calls)
- 3 Conduct pre- and post-season surveys
- 4 Conduct site tours
- 5 Develop automated messages to customers (e.g., One Call, Twitter)
- 6 Develop customer satisfaction policy
- 7 Sell CSA shares

Duty Area C: Manage Office Functions

- 1 Establish product listing and cost
- 2 Update packing and delivery order
- 3 Edit newsletter
- 4 Print newsletter
- 5 Develop office forms (e.g., application, liability)
- 6 Coordinate customer billing
- 7 Prepare bank deposit
- 8 Balance check book
- 9 Process payroll
- 10 Process reimbursements
- 11 Analyze customer surveys and feedback
- 12 Coordinate computer software updates
- 13 Maintain product/general liability insurance
- 14 Develop operating budget
- 15 Review actual financial performance to budget monthly
- 16 Process invoices

Duty Area D: Plan Seasonal Crop Production

- 1 Review past production records
- 2 Develop crop plan with other farmers
- 3 Establish crop planting schedule
- 4 Design field layout (e.g., crop rotation, succession planting)
- 5 Determine planting requirements
- 6 Select plant varieties
- 7 Review pest and weed management options
- 8 Order field supplies
- 9 Hire seasonal and train seasonal labor

Duty Area E: Maintain Equipment & Facilities

- 1 Inspect production equipment and facilities
- 2 Repair production facilities
- 3 Repair production equipment
- 4 Upgrade inefficient equipment
- 5 Calibrate production equipment
- 6 Perform routine equipment service (e.g., changing oil, greasing equipment)
- 7 Clean production equipment
- 8 Clean harvest containers
- 9 Calibrate product scales

Duty Area F: Prepare Soil/Growing Medium for Planting

- 1 Prepare samples for testing (e.g., soil, water)
- 2 Develop fertility program (e.g., soil, water)
- 3 Acquire fertility amendments (e.g., compost, minerals)
- 4 Clean aquaponic media
- 5 Manage fertility program
- 6 Manage cover crop
- 7 Till soil (e.g., plow, disc, rototill)
- 8 Fill trays and pots
- 9 Prepare plant beds

Duty Area G: Maintain Crop Production

- 1 Plant seeds in containers (e.g., trays, pots, gutters)
- 2 Plant seeds in field
- 3 Plant bulbs/tubers
- 4 Plant seeds in growing media
- 5 Monitor seedling development
- 6 Maintain seedlings (e.g., moisture, temperature)
- 7 Acquire transplants
- 8 Plant transplant
- 9 Set up irrigation system
- 10 Maintain water quality
- 11 Determine irrigation needs
- 12 Replant failed plants
- 13 Cultivate crop fields
- 14 Hoe weeds
- 15 Apply herbicides
- 16 Hill Crops
- 17 Thin Crops
- 18 Determine nutrient supplement requirements
- 19 Mulch Plants
- 20 Build trellises
- 21 Install trellises/stakes
- 22 Prune plants
- 23 Train plants
- 24 Tip plants
- 25 Provide supplement pollination

Duty Area H: Respond to Environmental Variables

- 1 Monitor growing environment
- 2 Check weather forecast (e.g., short, long range)
- 3 Scout for pests (e.g., deer, mice, diseases)
- 4 Evaluate pest damage
- 5 Determine protective measures for crops
- 6 Apply row covers
- 7 Install wildlife fences
- 8 Install bird netting
- 9 Install rodent traps
- 10 Apply fungicides
- 11 Apply insecticides

- 12 Release beneficial insects
- 13 Apply frost protection measures
- 14 Install high/low tunnels

Duty Area I: Manage Staff Effectiveness

- 1 Provide staff training
- 2 Develop job descriptions
- 3 Develop policies and procedures
- 4 Remove safety hazards
- 5 Provide staff incentives
- 6 Develop staff work schedule
- 7 Evaluate staff work performance
- 8 Conduct regular staff meetings
- 9 Resolve employee issues
- 10 Conduct team building activities (e.g., gathering events)

Duty Area J: Manage Harvesting/Packing

- 1 Determine crop maturity
- 2 Determine harvest requirements
- 3 Provide bathroom, hand washing facilities
- 4 Provide harvest aids (e.g., knives, buckets, scissors)
- 5 Hand-harvest crops
- 6 Provide sun protection to harvested crops
- 7 Field pack crops
- 8 Rinse harvested crops
- 9 Grade harvested produce
- 10 Bunch harvested produce
- 11 Pr-cool harvested produce
- 12 Determine packing order
- 13 Pack produce
- 14 Cold store produce prior to delivery
- 15 Maintain harvest records

Duty Area K: Coordinate Product Delivery

- 1 Establish delivery times and pickup points
- 2 Load products
- 3 Plan delivery route
- 4 Deliver products

Duty Area L: Comply with Government Regulations

- 1 Obtain scale certification
- 2 Provide workman's coverage
- 3 Maintain auto insurance policies
- 4 Maintain pesticide applicator license
- 5 Maintain organic certification
- 6 Provide personal protection equipment (PPE)
- 7 Obtain food assistance certification (e.g., WIC, FMNP, SFMNP)

Food Store/Farm Market Manager

DACUM Process SME's:

Jake Schlachter, Stones Throw Foods and the Food Co-op Initiative, Troy, OH

Andy Dinovo, Delaware County Community Market, Delaware, OH

Jessica Eikleberry, Local Roots Market and Café, Wooster, OH

Carly Neff, Rhoad's Farm Market, Circleville, OH

Steve Hirsh, Hirsch's Farm Market, Chillicothe, OH

Julie Witten, The Witten Farm Inc., Lowell, OH

Food Store/Farm Market Manger

DUTY and TASK List (8 Duties Areas and 98 Tasks)

Duty Area A: Develop Business Strategies

1. Develop vision and mission statement
2. Conduct market studies
3. Create short-term business plan
4. create long-term business plan
5. Develop product mix
6. Develop budget (e.g., sales, payroll marketing)
7. Create company policies (e.g., disaster recover, HR)
8. Secure capital (e.g., grants, loans, investment)
9. Develop operating procedures
10. Develop staff training programs
11. Participate in professional development activities

Duty Area B: Develop Marketing Strategy

1. Design company brand (e.g., logo, color, message)
2. Design store space
3. Develop store signage (e.g., external/internal)
4. Prepare print ads
5. Prepare television ads
6. Prepares radio ads
7. Prepare internet ads
8. Write press releases
9. Develop promotional materials (e.g., flyers, handouts, brochures)
10. Develop branded items (e.g., pens, t-shirts, hats)
11. Develop marketing campaigns (e.g., customer recruitment, retention)
12. Conduct marketing campaign (e.g., customer recruitment, retention)
13. Develop targeted mail/e-mail lists
14. Publish newsletter
15. Post updates on social media network (e.g., Twitter, Facebook)
16. Publish content to business websites
17. Participate in community events (e.g., fairs, races, parades)
18. Provide product samples
19. Conduct special events
20. Review results of marketing strategy

Duty Area C: Conduct Retail Operations

1. Perform store opening procedures
2. Maintain produce displays
3. Maintain non-produce displays

4. Create product displays
5. Price products
6. Assist customers (e.g., greeting, product selection, thanking)
7. Perform sales transactions
8. Perform store closing procedures

Duty Area D: Manage Administrative Tasks

1. Process payroll
2. Process accounts payable
3. Process accounts receivable
4. Process daily receipts
5. Redeem vouchers and coupons (e.g., WIC, SFMNP)
6. Perform clerical tasks (e.g., mail, phones, copies)
7. Maintain records and files (e.g., digital, hard copy)
8. Order supplies (e.g., office, facility)
9. Process sales tax liability
10. Process workers compensation forms
11. Process unemployment forms
12. Maintain licenses and certifications
13. Process customer records
14. Monitor monthly performance to budget
15. Prepare financial reports
16. Perform routine computer maintenance (e.g., backups, updates)
17. Prepare business tax returns

Duty Area E: Manage Product Logistics

1. Research products and sources
2. Conduct product inventory
3. Set back stock thresholds
4. Order retail products
5. Receive retail products
6. Store retail products
7. Repackage retail products

Duties Area F: Manage Employee/Volunteer Activities

1. Write job descriptions
2. Recruit employees/volunteers
3. Screen applicant resumes
4. Interview employee candidates
5. Hire select employees
6. Conduct employee orientation
7. Identify internal training needs
8. Provide employee training
9. Create employee schedule
10. Assign non-routine employee/volunteer tasks
11. Conduct staff meetings
12. Coach employees/volunteers
13. Address employee/volunteer issues
14. Conduct staff performance evaluations
15. Recognize staff performance (e.g., raises, rewards)
16. Terminate Staff

Duties Area G: Manage Business Relationships

1. Respond to customers (e.g., comments, needs, suggestions)
2. Update partners on business status
3. Contract with business consultants (e.g., lawyers, accountants)
4. Obtain product status from vendors
5. Conduct employee appreciation events
6. Coordinate lease with landlord(s)
7. Present business vision to community organizations (e.g., civic groups, non-profits)
8. Network with peers and colleagues
9. Develop relationships with key organizations (e.g., government agencies, aligned businesses)

Duties Area H: Perform Facilities/Equipment Maintenance

1. Establish equipment maintenance plan
2. Contract specialty maintenance (e.g., cooler, forklift, IT)
3. Perform opening cleaning tasks (e.g., counter tops, dusting)
4. Perform unscheduled clean-ups
5. Perform closing cleaning tasks (e.g., trash, sweeping)
6. Clean food service equipment (e.g., dishes, food preparation equipment, containers)
7. Coordinate equipment maintenance and repair
8. Coordinate facilities maintenance (e.g., building and grounds)
9. Clean restrooms
10. Maintain exterior signage

Farmers' Market Vender

DACUM Process SME's:

Jan Dawson, Logan County Farmer's Market, Bellefontaine, OH

Charlie Ernstes, Can-Du Farm, Bethel, OH

David Persinger, Fayette County Farmer's Market, Washington Court House, OH

Wayne Shingler, Frijolito Farm, Columbus, OH

Matt Starline, Starline Organics, Athens, OH

Christie Welch, Farmers' Market, The Ohio State University South Centers, Piketon, OH

Susan West, Lone Oak Farms and Gardens, Bellaire, OH

Farmers' Market Vendor Task Verification Survey

DUTY and TASK List (11 Duties Areas and 104 Tasks)

Duty A: Secure Farmers' Market Venue's

1. Research available farmers' market
2. Visit potential farmers' market
3. Obtain farmers' market rules, regulations, & costs
4. Determine products allowed/restrictions
5. Determine insurance requirements (e.g., product, liability)
6. Determine site resources (e.g., electric water booth size)
7. Determine market dates, times & location
8. Assess equipment requirements & needs
9. Consult with market manager
10. Obtain customer counts & market revenue
11. Determine application process
12. Apply to farmers' market(s)
13. Pay required farmers' market fees
14. Participate in farmers' market meetings & orientations

Duty B: Develop Product* Plan

1. Identify product marketability
2. Determine product mix
3. Determine niche market
4. Determine product fit
5. Identify product regulations
6. Plan production according to available resources (e.g., equipment, land)
7. Plan production to market season
8. Estimate product profitability

Duty C: Develop Regulatory Compliance Plan

1. Review market regulations
2. Verify compliance with market regulations (e.g., insurance, labeling, attendance)
3. Research Ohio Department of Agriculture regulations
4. Research Ohio Department of Health regulations
5. Research local health regulations
6. Prepare for inspection(s) (e.g., farmers' ODA, market representative)

7. Obtain product specific licenses (e.g., retail food, home bakery)
8. Determine sales tax liability
9. Obtain vendor license
10. Obtain scale certification
11. Maintain production certification(s) (e.g., organic, certified naturally grown)
12. Research food assistance benefits program (e.g., SFMNP, WIC, SNAP)
13. Apply to accept food assistance programs
14. Maintain Licensing records
15. Participate in industry policy making

Duty D: Develop Marketing Plan:

1. Conduct Market research
2. Determine product selling price
3. Identify market strategy(ies)
4. Create marketing budget
5. Develop vendor brand
6. Create promotional materials (e.g., cards, recipes, ads)
7. Implement marketing strategies*see Marketing Techniques list
8. Design vendor market display
9. Evaluate marketing strategy effectiveness

Duty E: Manage Human Resources:

1. Determine labor needs
2. Research Labor laws
3. Develop HR budget
4. Identify labor options
5. Search for qualified candidates
6. Select qualified workers (e.g., paid, unpaid)
7. Assess worker training needs
8. Train workers
9. Manage payroll & benefits
10. Review workers' performance
11. Continue self education

Duty F: Prepare Products for Market

1. Determine packaging needs
2. Purchase packaging supplies
3. Prepare product for packaging
4. Package product
5. Label product
6. Store product
7. Crate product for transport
8. Reserve products for pre-orders

Duty G: Transport Product(s) to Market

1. Determine transportation needs
2. Maintain vehicle legal requirements
3. Perform vehicle maintenance
4. Plan transportation route(s) (e.g., to/from)
5. Develop loading strategy
6. Create transportation checklist(s) (e.g., product/supplies, equipment)

7. Load transportation vehicle
8. Secure market cargo

Duty H: Set Up Market Display

1. Determine set up requirements (e.g., time, tables, tie-downs)
2. Identify vendor space
3. Prepare vendor booth
4. Display market product
5. Display signage
6. Secure market valuables (e.g., cash box, merchandise)

Duty I: Sell Products

1. Engage potential customers
2. Promote products
3. Confer with customers
4. Conduct sales transactions
5. Collaborate with staff & vendor(s)
6. Maintain market display
7. Maintain regulatory compliance (e.g., unit, weight, product temperature)

Duty J: Tear Down Market Display

1. Repack unsold product
2. Dismantle market display
3. Tear down vendor booth
4. Re-load transportation vehicle
5. Secure market cargo
6. Clean up market space
7. Check out with market manager (e.g., redeem coupons/tokens)
8. Assist with market closure

Duty K: Close Out Day's Business

1. Inventory unsold products
2. Store unsold products
3. Clean equipment & supplies
4. Store equipment & supplies
5. Balance cash box
6. Maintain financial records (e.g., sales, expenses, wages)
7. Analyze market dynamics (e.g., sales, traffic)
8. Determine product profitability
9. Fulfill customer requests
10. Prepare tax reports (e.g., payroll, sales, workers compensation)

Process Kitchen – Distribution Manager

DACUM Process SME's:

Jennifer Saunders, Around the World Gourmet, Columbus, OH

Mike Hermick, Zapico Foods, Columbus, OH

Anthony Frazier, Urban Chef, Columbus, OH

Greg Shepherd, Stadium Salsa, Bowling Green, OH

Process Kitchen – Distribution Manager

DUTY and TASK List (11 Duties Areas and 85 Tasks)

Duty A: Establish Food Business

1. Develop business plan
2. Conduct mentor discussions & site visits
3. Establish corporate identity
4. Register company/brand with state
5. Register Domain & social media name
6. Trademark company name
7. Secure business financing
8. Obtain business insurance (e.g., workers compensation, vendor, employee)
9. Purchase UPC code
10. Secure licensed production kitchen facility
11. Contract with 3rd party professionals (e.g., lawyers, accountants, bankers)

Duty B: Develop Food Product

1. Develop recipe(s)
2. Secure “process authority” approval
3. Obtain nutritional analysis
4. Identify raw materials vendors
5. Select packaging type (e.g., jars, cans, bags)
6. Design product label
7. “Scale-up” recipe measurements
8. Obtain focus group feedback

Duty C: Manage Product Pricing

1. Negotiate best prices/terms for raw ingredients
2. Determine gross profit margin
3. Determine variable costs
4. Determine fixed costs
5. Calculate distribution cost
6. Calculate broker fees
7. Determine unit cost
8. Set wholesale price

Duty D: Maintain Regulatory Compliance

1. Register with government agencies
2. Implement regulatory changes
3. Procure 3rd party facility audit
4. Update nutritional analysis
5. Obtain label approval

Duty E: Manufacture Food Product

1. Sanitize facility
2. Train on commercial kitchen equipment (e.g., self, staff)
3. Obtain raw materials (e.g., food, labels, lids)
4. Assign ingredient lot numbers
5. Train employees on recipe guidelines
6. Prep ingredients (e.g., clean, weigh, measure)
7. Cook ingredients
8. Record critical factor guidelines (e.g., temperature, weight, pH)
9. Sterilize containers
10. Fill containers
11. Complete labeling process (e.g., lot numbers, expiration dates)
12. Palletize product
13. Store product

Duty F: Market Food Product

1. Develop ad campaign (e.g., print, radio, TV)
2. Purchase promotional materials (e.g., apparel, stationary, signage)
3. Develop product line sheets
4. Deliver product samples
5. Participate in food-related events (e.g., farmer's markets, food shows)
6. Conduct in store sampling (e.g., co-ops, store partner)
7. Participate in networking activities
8. Sponsor community activities
9. Create fundraising opportunities

Duty G: Perform Sales Activities

1. Define sales territory
2. Defines sales target list
3. Solicit sales appointments
4. Conduct face-to-face sales appointments (e.g., stores, distributors)
5. Develop pricing incentives
6. Conduct broker/distributor meetings
7. Conduct direct sales (e.g., stores, supermarkets, consumer)
8. Analyze competition
9. Develop relationship with category managers
10. Negotiate in store product placement
11. Make follow-up calls (e.g., sales promo, feedback, re-order)
12. Collaborate on sales goals

Duty H: Distribute Food Product

1. Determine distribution channels
2. Solicit distributors
3. Establish distributing terms & agreements (e.g., recalls, returns, payments)
4. Establish distribution
5. Prepare order for distribution (e.g., truck or website sales)
6. Inspect deliver truck
7. Load food product
8. Complete shipping paperwork

Duty I: Manage Financials

1. Set-up accounting procedures

2. Create budget
3. Pay bills
4. Collect accounts receivable
5. Perform month-end accounting (e.g., reconcile bank statements, inventory, journal entries)
6. Review monthly financial statements
7. Review costs (e.g., cost of goods sold, fixed cost, variable cost)
8. Perform year-end accounting (e.g., tax pre, meet with accountant, year-end inventory)

Duty J: Sustain Business Growth

1. Evaluate past operational performance
2. Evaluate achievement of goals
3. Set new goals
4. Assess future business needs (e.g., equipment, capital, talent)
5. Update business strategy
6. Update business plan
7. Develop new product ideas
8. Secure additional financing (e.g., line of credit)

Duty K: Manage Human Resources

1. Create job descriptions
2. Develop HR policies
3. Establish employee benefits (e.g., salary, health)
4. Create training programs
5. Conduct employee evaluations
6. Assess employment needs
7. Hire employees
8. Terminate employee

Aquaculture Grower Operations Manager

DACUM Process SME's:

Laura Tiu, Ph.D., The Ohio State University South Centers - Aquaculture, Piketon, OH

Dave Smith, Ph.D., Freshwater Farms of Ohio, Inc., Urbana, OH

Jerry Wendel, Wendel Fish Farm, New Weston, OH

Aquaculture Grower Operations Manager *DUTY and TASK List (13 Duties Areas and 144 Tasks)*

Duty Area A: Perform Aquaculture Business Site Evaluation

- 1 Analyze water source
- 2 Survey land topography
- 3 Test soil profiles
- 4 Assess site infrastructure (e.g. roads, utilities)
- 5 Inspect existing structures
- 6 Plan for security
- 7 Analyze effluent options
- 8 Conduct labor market analysis
- 9 Investigate community perceptions
- 10 Evaluate market access

Duty Area B: Construct Pond Aquaculture System

- 1 Design pond layout
- 2 Design pond effluent treatment system
- 3 Design pond aeration system
- 4 Design pond drain and catch basin
- 5 Design pond utility infrastructure
- 6 Design pond facility structures (e.g. office, feed storage, hatching, holding tank)
- 7 Apply for pond regulatory permits
- 8 Excavate aquaculture pond
- 9 Install pond site infrastructure
- 10 Construct pond building structures/facilities
- 11 Install pond site equipment (e.g. aeration, tanks, pumps)

Duty Area C: Construct Flow through Aquaculture System

- 1 Design raceway layout
- 2 Design raceway effluent treatment system
- 3 Design raceway aeration system
- 4 Design raceway utility infrastructure
- 5 Design raceway facility structures
- 6 Design predator control raceways
- 7 Apply for raceway regulatory permits
- 8 Construct raceways
- 9 Install flow through site infrastructure
- 10 Construct flow through building structures
- 11 Install flow through site equipment

Duty Area D: Construct Cage Aquaculture System

- 1 Evaluate seasonal temperature regimes
- 2 Evaluate water quality at all depths and establish baseline
- 3 Evaluate existing aquatic communities
- 4 Design cage layout
- 5 Design cage aeration system
- 6 Design cage utility infrastructure
- 7 Design cage facility structures
- 8 Design cage predator control
- 9 Apply for cage regulatory permits
- 10 Construct fish cages
- 11 Construct dock and floatation structure
- 12 Install cage site infrastructure
- 13 Construct cage building structures
- 14 Install cage site equipment

Duty Area E: Construct Recirculation Aquaculture System

- 1 Design recirculation layout
- 2 Design recirculation effluent treatment system
- 3 Design recirculation aeration system
- 4 Design recirculation utility infrastructure
- 5 Design recirculation facility structures
- 6 Design recirculation quarantine system
- 7 Design recirculation pest control
- 8 Apply for recirculation regulatory permits
- 9 Modify existing building for recirculation
- 10 Construct recirculation building
- 11 Install recirculation site infrastructure
- 12 Construct recirculation system
- 13 Construct recirculation quarantine system
- 14 Install recirculation back up generator
- 15 Install recirculation alarm systems

Duty Area F: Perform Operation Activities

- 1 Analyze system operation
- 2 Feed aquatic animals (e.g. fish, shrimp)
- 3 Evaluate the condition of feed in storage
- 4 Order aquatic animals feed
- 5 Order aquatic animals
- 6 Order operating supplies (e.g. chemicals, nets, testing kits)
- 7 Schedule aquatic animal production units
- 8 Grade the aquatic animals by size
- 9 Move aquatic animals within the system
- 10 Inspect aquatic animal health
- 11 Treat aquatic animal disease
- 12 Stock aquatic animals in the system
- 13 Harvest aquatic animals from the system
- 14 Spawn the aquatic animals
- 15 Transport live aquatic animals

- 16 Perform General housekeeping (e.g. floors)
- 17 Update production records
- 18 Control aquatic weeds
- 19 Perform general grounds keeping
- 20 Control predators and pests
- 21 Test alarm and back-up systems
- 22 Sample aquatic animals for size and taste
- 23 Repair production equipment (e.g. nets, pumps, seines)
- 24 Perform bio-security procedures
- 25 Schedule daily tasks

Duty Area G: Maintain Water Quality

- 1 Analyze fish behavior
- 2 Measure dissolved oxygen in water
- 3 Measure pH in water
- 4 Measure temperature in water
- 5 Measure ammonia in water
- 6 Measure Nitrate in water
- 7 Measure clarity of water
- 8 Measure alkalinity of water
- 9 Measure salinity of water
- 10 Monitor water flows
- 11 Monitor water aeration
- 12 Clean system screens
- 13 Clean System drains
- 14 Remove waste solids from system
- 15 Remove mortalities from system
- 16 Clean system tanks
- 17 Apply water treatments to the system
- 18 Calibrate water quality meters (e.g. dissolved oxygen, pH)
- 19 Remove system effluents
- 20 Calibrate test kits

Duty Area H: Secure Aquaculture Business Financing

- 1 Develop business plan
- 2 Explore viable financing options
- 3 Meet with financial lenders (e.g. families, banks, investors)
- 4 Refine business plan to meet lender requirements
- 5 Negotiate lending agreement

Duty Area I: Develop Aquaculture Business Marketing Plan

- 1 Conduct market research
- 2 Identify marketing strategies
- 3 Determine product selling price
- 4 Create marketing budget
- 5 Develop vendor brand
- 6 Create promotional materials (e.g. cards, recipes, ads)
- 7 Implement marketing strategies
- 8 Evaluate marketing strategy effectiveness

Duty Area J: Manage Aquaculture Business Financials

- 1 Set up accounting procedures
- 2 Create operating budget
- 3 Pay operation bills
- 4 Collect accounts receivable
- 5 Perform month-end accounting (e.g. reconcile bank statements, inventory, journal entries)
- 6 Review costs (e.g. cost of goods sold, fixed cost variable cost, .
- 7 Perform year-end accounting (e.g. tax prep, meet with accountant, year-end inventory)

Duty Area K: Sell Aquaculture Products

- 1 Engage potential customers
- 2 Promote aquaculture products
- 3 Conduct sales transactions
- 4 Collect product feedback
- 5 Conduct customer education
- 6 Provide customer service

Duty Area L: Manage Aquaculture Business Human Resources

- 1 Create job description
- 2 Develop HR policies
- 3 Establish employee benefits (e.g, salary, health)
- 4 Assess employment needs
- 5 Hire employees
- 6 Conduct employee training
- 7 Conduct employee evaluations
- 8 Terminate employees

Duty Area M: Manage Personnel Development

- 1 Participate in industry associations
- 2 Attend workshops/trade shows/ seminars
- 3 Read industry literature
- 4 Network with peers