



National Farm & Ranch Business Management Education Association
National Association of Farm Business Analysis Specialists

Sunday, June 10

1:00 PM Conference Registration Begins — *Bridgeport Room*

NFRBMEA Pre-Conference Board Meeting — *Governor Room*

1:00 - 5:30 PM Early Career Session #1 for 0-3 yr. participants — *US Room*

Instructors: Tina Barrett and Mark Dikeman

Topics covered will include: Reviewing Accounting Reports to Find Errors/Corrections; Depreciation Changes; Tax Law Updates, With a Focus on 199a; Understanding & Interpreting Financial Ratios; and an Introduction to Entities.

1:30 PM Entertainment - Chocolate World Hershey — *Meet at Lobby*

**This is a spouse/family activity on your own. Pre-purchase tickets at:*

Hershey's Chocolate World, https://www.hersheys.com/chocolateworld/en_us/experience/ways-to-save.html, or

The Hershey Story, <https://tickets.mshersheyfoundation.org/webstore/shop/viewitems.aspx?cg=3&c=33>

2:00 PM NAFBAS Board Meeting — *Lochiel Room*

3:30 PM NFRBMEA Past Presidents' Meeting — *Governor Room*

4:00 PM Joint NFRBMEA/NAFBAS Board Meeting — *Penn Harris Room*

6:30 PM Evening Welcome Reception — *Carlisle Ballroom*

Salad Bar, Fajita Bar, Petite Desserts & Cash Bar

"Welcome to Harrisburg"

— Penny Brady, Hershey Harrisburg Visitors Bureau

Entertainment: Conrad and Burgess String Duo

— Bluegrass, Country and Modern Music

8:00 PM Adjourn

Monday, June 11

7:00 AM Breakfast at Hotel — *Ballroom Center*

First-Timers' Breakfast Meeting — Reserved Tables in Ballroom Center

7:30 AM Registration Continues — *Bridgeport Room*

8:30 AM "Welcome to the 2018 Conference" — *Ballroom Left*

— Bruce Fowler, NFRBMEA President & Mike Harer, NAFBAS President

Monday, June 11 (cont'd)

8:45 AM "Ag Update: Thinking Ahead on Farm Business" —*Ballroom Left*
—Russell Redding, *Pennsylvania Secretary of Agriculture*

9:15 AM "Research and Extension in Pennsylvania" —*Ballroom Left*
—Jeffrey Hyde, *Interim Director, Penn State Extension*

9:45 AM **BREAK** (Cold and Hot Refreshments) —*Flow - 2nd Floor*

10:00 AM "Washington DC Update on Current Ag Issues" —*Ballroom Left*
—John Block, *U.S. Secretary of Agriculture, 1981-85*

11:00 AM Pennsylvania Farm Diversity Panel —*Ballroom Left*
—Hannah Smith-Brubaker, *Executive Director, [PA Association for Sustainable Agriculture](#)*;
Christian Herr, *Executive Vice President, [PennAg Industries Association](#)*;
Leslie Zuck, *Executive Director, [Pennsylvania Certified Organic](#)*

Learn from several Pennsylvania non-profits who work with farmers in diverse formats, from sustainable agriculture, to large-scale agribusiness, to organic-certified farming, and how these very diverse styles of farming work together to grow agriculture across the state.

NOON Luncheon at Hotel (Capital Favorite) —*Ballroom Center*

1:00 PM "Farm Viability Programs and Emerging Ag Business Assistance Networks"
—*Ballroom Left*
—Ela Chapin, *Vermont Farm & Forest Viability Program*, and
Mark Cannella, *Farm Business Specialist, University of Vermont Extension*

Farm Viability Programs – once a line item in the Farm Bill – support and enhance the economic vitality of farm and food businesses across all stages of growth and development through in-depth, one-on-one business and succession planning assistance. Learn how these programs work to educate farmers and grow agricultural businesses. This general presentation will include funding mechanisms, network development in Vermont and New England, program development strategies and program delivery. A follow-up break out session on Wednesday will provide a deeper dive into Farm Viability business planning programs.

2:00 PM "Chesapeake Bay Watershed Initiative & Its Implications for Farmers"
—*Ballroom Left*
—Chris Houser, *Assistant Director, Agronomy & Natural Resources Programs*

Chris Houser will discuss the need and benefits of the Chesapeake Bay Watershed survey and the partnerships that were involved to design, promote, execute and verify the survey's results. The results concluded that farmers have done a great deal to improve Pennsylvania water quality but many of the practices have not been counted in the Bay model.

2:45 PM **BREAK** (Cold and Hot Refreshments) —*Flow - 2nd Floor*

3:00 PM "How Agricultural Incubators Can Surge Economic Development and Support Farming"
—*Carlisle Ballroom*
—Robert Junk, *[Republic Food Enterprise Center](#)*

4:00 PM "Marketing Channels and Financial Performance of Farms and Ranches"
—*Carlisle Ballroom*
—Becca Jablonski, *Food Systems Extension Economist, Colorado State Univ.*

The number of farms and ranches selling through local and regional food markets has grown over the past several years, now totaling > 167,000. This session will present research using national data on how scale, commodity and participation in direct and intermediated marketing channels influence the expenditures and financial performance of farms and ranches.

Monday, June 11 (cont'd)

5:00 PM Adjourn - Dinner and Evening on Your Own

Tuesday, June 12 (Tour Day)

7:00 - 8:30 AM Breakfast at Hotel —*Gettysburg Ballroom Center*

8:15 AM Board Buses for Tours —*Hilton Front Entrance*

#1 Orchard Tour: McLeaf's Orchard, Penn State Fruit Research and Extension Center, Round Barn Orchard and Market

#2 Productivity Tour: Harley-Davidson factory, YorkKitchen Incubator and Central Market, Penn State Southeast Research and Extension Center. **(Children under 12 years old cannot attend this tour.)**

#3 Dairy Tour: Kreider Dairy Farm (lunch included), Roots Country Market, and Brubaker Dairy Farm.

4:00 PM Buses Return to Hilton Harrisburg

5:00 PM Family Outing (*you will need to opt-in for the family outing*)

5:30 PM Picnic at [Harrisburg City Island](#), a 10-minute scenic walk from the hotel. Hot dogs, hamburgers, salad, sides and drinks at Center Field Tent.

7:00 PM Seating for [Penn FC Soccer](#), playing against Richmond Kickers

9:00 PM Game ends; return to Hilton Harrisburg via walking bridge or Uber/taxi.



Photo Credit: Penn Football Club/Former Harrisburg City Islanders

Wednesday, June 13

6:00 AM Vendor Set-up. Vendors will be available to visit all day. —*Flow - 2nd Floor*

7:00 AM Breakfast at Hotel (Traditional Buffet-style) —*Center Ballroom*

7:30 AM Conference Information Desk (on-going information) —*Bridgeport Room*

8:30 AM “Supporting Mental Health and Wellbeing of Farmers During Difficult Economic Times”

—*Ballroom Left*

—*Suzanne Pish, Educator, Michigan State University,
“Social-Emotional Health and Wellbeing Across the Life Span”*

9:30 AM “Energy Opportunities for Agriculture - Diversity in PA” —*Ballroom Left*

—*Tom Richard, Director PSU E & Environment, and Dan Brockett, Extension Educator, Energy & Shale*

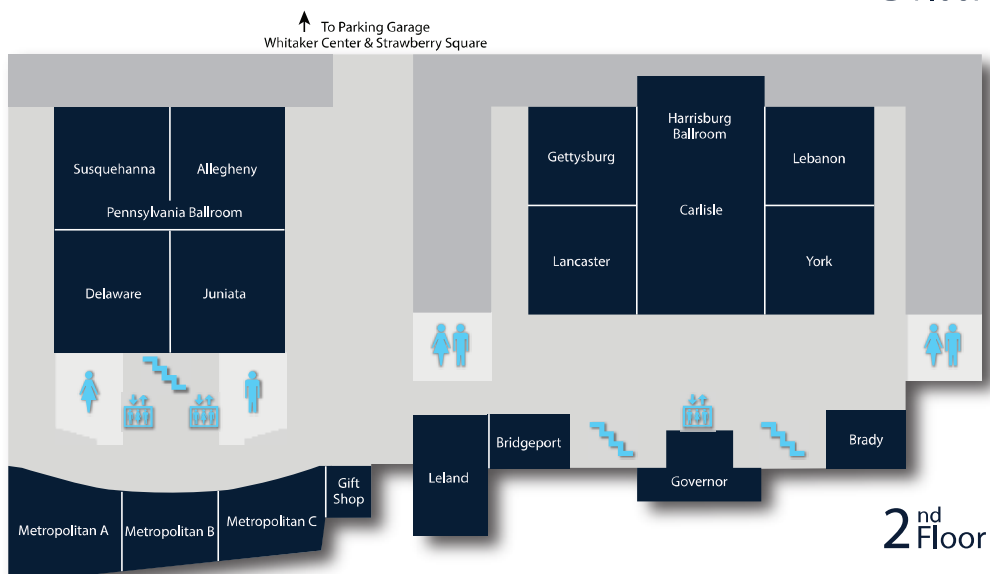
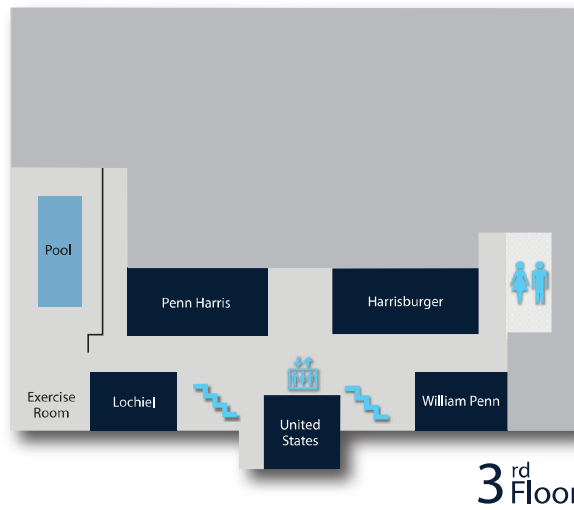
Agriculture in the Commonwealth has changed greatly to maintain a competitive edge. Opportunities with natural gas development in rural areas, the use of economically marginal land for bioenergy production and new solar options have helped to add to the diversity of energy options on the farm.

Wednesday, June 13 (cont'd)

- 10:30 AM **BREAK & VISIT VENDORS** —Flow - 2nd Floor
- 11:00 AM “Current Issues in Tax Law and Regulations in Agriculture” —*Ballroom Left*
—Dario Arezzo, Senior Tax Consultant, Farm Credit East
This session will focus on the Tax Cuts and Jobs Act’s impact on agricultural producers. Topics to be covered include depreciation changes, new loss limitations provisions, the new Section 199A deduction for non-corporate taxpayers, tax rate changes (income and estate tax) and the impacts of these changes on planning considerations.
- NOON Luncheon at Hotel (Italian Delight) —*Ballroom Center*
- 12:50 PM 2019 Conference Planners’ Presentation —*Ballroom Left*
- 1:00 PM “Business Succession Planning: How Do We Support Farm Transitions?”
—*Ballroom Left*
—John Berry, Penn State Extension Educator, Entrepreneurship & Community Vitality
- 1:45 - 2:00 PM **BREAK & VISIT VENDORS** —Flow - Hallway, 2nd Floor
- 2:00 - 5:00 PM Early Career Session #2 (for 0-3 year participants) —*Lancaster-Gettysburg*
- 2:00 - 3:00 PM **Concurrent Educational Sessions, Round 1:**
- “Tools and Resources for Supporting Farmers in Stressful Times” —*US Room*
—**Presenter:** Suzanne Pish
 - “Updates on Tax Implications for Farmers” —*Governor Room*
—**Presenter:** Dario Arezzo
 - “Tools/Resources for Discussing Transitions, Exits and Succession with Your Farmers” —*Lochiel Room*
—**Presenter:** John Berry
- 3:00 - 4:00 PM **Concurrent Educational Sessions, Round 2:**
- “Business Planning for Farm Viability” —*US Room*
—**Presenters:** Ela Chapin & Mark Cannella
 - “Updates on Tax Implications for Farmers” —*Governor Room*
—**Presenter:** Dario Arezzo
 - “Implications of Energy Opps on Agriculture” —*Lochiel Room*
—**Presenters:** Dan Brocket, Joe Laughlin and Tom Richard
- 4:00 PM NAFBAS Committee Meetings —*US Room*
NFRBMEA Business Meeting —*Governor Room*
- 6:00 PM Adjourn– Dinner and Evening On Your Own for Downtown Harrisburg Sightseeing

Thursday, June 14

- 7:00 - 8:30 AM Harrisburg/Gettysburg Storytelling Breakfast —*Carlisle*
—Sheldon Munn, Harrisburg/Hershey Historian
- 8:30 AM Closing Remarks —*Ballroom Center*
—Maria Graziani, Sarah Cornelisse and Jim Ladlee, Penn State Extension Host Team
- 9:00 AM Adjourn Conference
- 9:00 - 11:00 AM NFRBMEA Post-Conference Board Meeting —*Lochiel Room*





National Farm & Ranch Business Management Education Association
National Association of Farm Business Analysis Specialists

Our 2018 Sponsors

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Mission Statement

To promote and support farm and ranch business management education. We accomplish our mission by providing in-service education to our members and by communicating and networking with others.

The National Farm and Ranch Business Management Education Association, Inc.
is recognized by the Internal Revenue Service as a 501(c)(3) corporation.

www.nfrbmea.org

2017-18 NFRBMEA Board of Directors



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National Association of Farm Business Analysis Specialists

Achievement thru Better Records

Our Mission

NAFBAS is a non-profit corporation whose purpose is the following:

1. Provide opportunities for farm business analysis specialists to exchange ideas and methods.
2. Promote opportunities for additional training for members.
3. Cooperate with other organizations and educational institutions to advance comparative farm business analysis techniques.
4. Encourage and promote the professional competence of the members of this Association as outlined in the code of ethics.

We have approximately 200 members in Illinois, Iowa, Kansas, Kentucky, Michigan, Minnesota, Nebraska, and Wisconsin. The main activity of our organization is the annual conference held in June at various locations in the U.S. Our first annual meeting was held in 1973 at Galesburg, Illinois with Mervyn Helfert presiding. Our website is www.nafbas.org.

Recent conference sites include:

2018 – Harrisburg, PA	2017 – Des Moines, IA
2016 – Sioux Falls, SD	2015 – Rochester, NY
2014 – Salt Lake City, UT	2013 – Overland Park, KS
2012 – Bloomington, MN	2011 – Nashville, TN
2010 – Fargo, ND	2009 – St. Louis, MO
2008 – Fresno, CA	2007 – Rochester, MN
2006 – Omaha, NE	2005 – Washington, D.C.

The board of directors manages our organization with representation from each member state. This group selects national officers, establishes a budget, sets membership dues, and carries out the business of NAFBAS. We also have a strong and ongoing set of committees that meet at least annually to share ideas with all members. A national secretary/ treasurer and executive director help maintain continuity from year to year and keep activities under way between annual conferences. In recent years, we have shared annual conferences with our friends in the NFRBMEA organization and every 3 years are also joined by the North Central Extension Economists. Board meetings are also jointly held with NFRBMEA in the fall. We also have special sessions for early career staff and sponsor a meeting of state leaders each year. Multi state educational experiences are growing and we want to do more.

Most NAFBAS members have an affiliation with their state's land grant university and the farm business analysis effort in that state. Helping farmers with their farm business records, completing a full set of financial statements, identifying cost of production data, preparing a comparative analysis report, and serving as farm business counsel to their farmer members are the primary responsibilities that NAFBAS members do throughout the year. Many NAFBAS members also serve as the income tax preparer for their farm members and become significantly involved in all aspects of tax management.

Bob Rhea, National Executive Director 6/3/18



National Association of Farm Business Analysis Specialists

Achievement thru Better Records

NAFBAS STATE DIRECTORS

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Recent National Presidents

Don Nitchie (MN)	2015-2017
Jim McCabe (IL)	2013-2015
James Huschka (KS)	2011-2013
Rush Midkiff (KY)	2010-2011
Jim Kurtz (MN)	2009-2010
Mike Schmitz (IL)	2008-2009
Tina Barrett (NE)	2007-2008
Lynn Kopitzke (WI)	2006-2007
Bob McHugh (IA)	2005-2006
Roberta Boarman (IL)	2004-2005
Bryan Manny (KS)	2003-2004



Tina Barrett – Bio

Tina was born and raised in a small town in Central Nebraska on a small corn/soybeans farm, still operated today by her parents. She attended the University of Nebraska where she obtained a Bachelor's of Science in Agricultural Economics with an emphasis on Farm & Ranch Management. After graduation in 1999, she became a Farm Financial Consultant with Nebraska Farm Business and took over as Director in 2003.

Nebraska Farm Business's mission is to help Nebraska farms and ranches improve their profitability through financial management. They do this through improved record keeping, financial analysis and better tax management. They currently work with over 600 producers in Nebraska in some aspect of their financial management from just preparing a tax return to much more intensive cash flow management.

Together with her husband Anthony, Tina provides the day-to-day management at NFBI and also works one-on-one with producers all across the state.

Tina and Anthony have four daughters ranging in age from 8 to 15 and live in Lincoln, NE.



Mark Dikeman works as Coordinator of Professional Development and Training with the Kansas Farm Management Association. Before moving to this position, he worked as an Extension Ag Economist in the Holton KFMA office. Mark received a B.S. degree in Animal Sciences and Industry and a M.S. degree in Agricultural Economics from Kansas State University. He married Shelli in 2013 and they have 4 children and 2 grandchildren.

SUNDAY PRESENTERS

Penny Brady is the Meetings and Conventions Sales Managers for the Harrisburg Regional Visitors Bureau. She was instrumental in support our local hosts with activities, sites and events in the Harrisburg/Hershey area.



Penny was instrumental in helping us find our Sunday evening entertainment! Our musical guests Greg Burgess and Beverly Conrad will provide an enjoyable variety of eclectic Americana, including folk traditional, jazz and European ethnic string music. Greg is an accomplished pianist and Beverly is a talented vocalist and fiddle and banjo player. Greg and Beverly's performances are family friendly, and they love audience participation.

MONDAY PRESENTERS

OPENING REMARKS/PLENARY

Monday Morning



Governor Tom Wolf nominated Russell C. Redding to serve as the 26th Secretary of Agriculture for the Commonwealth of Pennsylvania in January 2015, and was confirmed by the Senate on May 14, 2015. Redding is the former dean of the School of Agriculture and Environmental Sciences at Delaware Valley College. Redding has extensive experience as a public servant, having spent more than 20 years serving Pennsylvania in Harrisburg and Washington D.C. He worked on Capitol Hill as Ag Policy Advisor to U.S. Senator Harris Wofford and served for 16 years in the Pennsylvania Department of Agriculture, serving as secretary from 2009-2011 under Governor Rendell.



Jeffrey Hyde, PhD provides leadership for the development and delivery of high-quality, relevant and impactful extension educational programs, products and services. With an eye toward expanding reach and access to science-based education across Pennsylvania, Hyde oversees and guides assistant directors of programs and statewide program teams.

He holds a bachelor's degree from Frostburg State University in Maryland and master's and doctoral degrees in agricultural economics from Purdue University

DC Update on Current Ag Issues

Monday 10-11am



As Senior Policy Advisor at OFW Law, John Block has dedicated his professional career to the fields of agriculture, food, and health. His accomplishments in agriculture began with the building of a large and successful hog operation in his home state of Illinois where he also served as the Director of Agriculture from 1977-1981. He was tapped by President Reagan to serve as the Secretary of the U.S. Department of Agriculture from 1981-1985, where he played a key role in the development of the 1985 Farm Bill. He was President and Chief Executive Officer of Food Distributors International (formerly National American Wholesale Grocers Association) from 1986-January 2003.

Pennsylvania Farm Diversity Panel

Monday 11:00am -12:00pm

Learn from several Pennsylvania nonprofits who work with farmer's in diverse formats, from sustainable agriculture, to large-scale agribusiness to organic-certified farming. How do these very diverse styles of farming work together to grow agriculture across the state.



Executive Director Hannah Smith-Brubaker comes to PASA having most recently served as Pennsylvania Agriculture Deputy Secretary. As Deputy, she focused on agricultural markets and economic development, farmland preservation, and the charitable food system.

Hannah with her partner Debra Brubaker and family, operates Village Acres Farm & FoodShed - an organic produce and pastured poultry farm in Juniata County for 35 years, 25 of which have been organically certified and nearly 20 of which have involved year-round community supported agriculture.



As Executive Vice President of PennAg Industries Association, Christian Herr is responsible for the overall management of the association, service-corporation and PennAg Insurance Group. He is responsible for staff oversight, managing the day to day programs and financial affairs and its operating councils. PennAg Industries Association, mission is achieved by monitoring regulations and legislation, networking among agricultural organizations and educating decision-makers on the importance of agribusiness to the communities of the Commonwealth.



Pennsylvania Certified Organic founding Executive Director, Leslie Zuck, wears many hats: Farmer, lawyer and community volunteer. She owns and operates Common Ground Organic Farm, raising organic vegetables, seedlings, sheep and dairy heifers. Her volunteer work includes fostering homeless dogs, managing a farmers market and serving on advisory boards for organic research projects and a non-profit educational farm.

Farm Viability and the Farm Bill

Monday, 1:00-2:00pm



Ela Chapin has been the Vermont Farm & Forest Viability Program Director since 2006, helping to improve the quality of program services and providing professional development opportunities to strengthen the network of agricultural service providers in Vermont. She has a MA in Urban and Environmental Policy and Planning from Tufts University. Ela is also an avid gardener and dancer and lives in East Montpelier.

<http://www.vhcb.org/Farm-Forest-Viability/>



Mark Cannella, Extension Assistant Professor: Farm Business Management Specialist at the University of Vermont Extension, has been working in the field of agriculture in Vermont for over ten years. He has managed farm operations in vegetable production, maple sugaring and agricultural education. His current focus is the management and delivery of farm business planning programs, business management trainings and farm economic research. Mark contributes to programs that serve a diverse audience of farm producers raising different products at different scales.

https://www.uvm.edu/extension/profiles/mark_cannella

Chesapeake Bay Watershed Initiative & Its Implications for Farmers

Monday, 2:00-3:00pm



Assistant Director: Agronomy and Natural Resources, Chris Houser began his Penn State career in 2005 as a research technologist in the Department of Crop and Soil Sciences. In 2013, he became a county-based field-crop extension educator, developing and delivering educational programming and performing on-farm research trials. Prior to joining Penn State, Houser managed his family's farm, Houserdale Farm, for 18 years. He earned a bachelor's degree from Lock Haven University and a master's degree in agronomy from Penn State.

How Agricultural Incubators can surge Economic Development and Support Farming

Monday 3:00-4:00pm

Robert C Junk is the Director of Sales and Marketing for Republic Food Enterprise Center (RFEC), located in Republic, PA, serves as a comprehensive center for the development of sustainable food products across Western Pennsylvania. We work to bridge the gap from farm to table. Republic responds to the nutritional needs of Western Pennsylvanians by stimulating agricultural production, producing value-added products, distributing local produce, and developing retail outlets within food deserts throughout the region. RFEC is a social enterprise of Fayette County Community Action Agency and supported by the United States Department of Agriculture (USDA) and the Pennsylvania Department of Agriculture (PDA).

Marketing Channels and Financial Performance of Farms and Ranches

Monday, 4:00-5:00pm

The number of farms and ranches selling through local and regional food markets has grown over the past several years, now totaling >167,000. This session will present research using national data on how scale, commodity and participation in direct and intermediated marketing channels influence the expenditures and financial performance of farms and ranches.



Becca Jablonski is an Assistant Professor and Food Systems Extension Economist in the Department of Agricultural and Resource Economics at Colorado State University. As part of her position, she facilitates the Colorado Governor's Food Systems Advisory Council and is a co-leader of Colorado State University's Food Systems Extension Team. Dr. Jablonski's research and extension program is comprised of two primary components: 1) evaluating the farm and ranch profitability impacts of sales through non-commodity markets (e.g., local food markets, certification, or other product differentiation strategies); and, 2) assessing the community economic impacts of food system policies, investments, and programs. Dr. Jablonski holds a PhD from Cornell University.

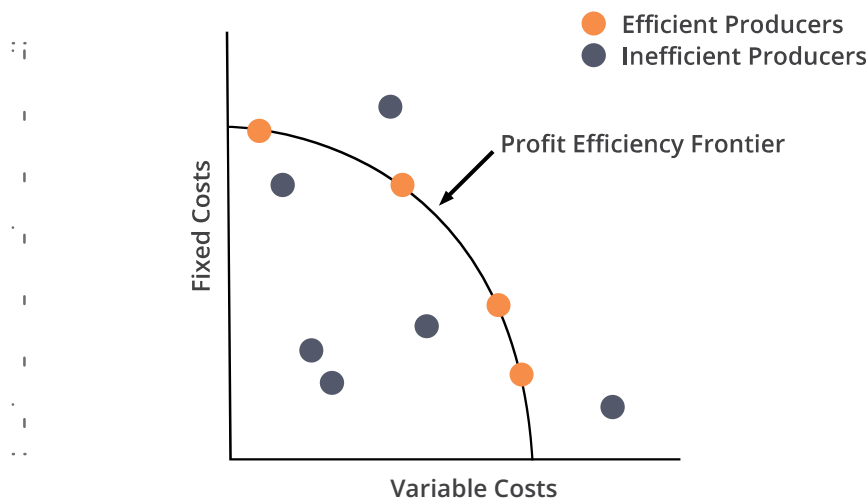
LOCAL FOOD ECONOMICS FACT SHEET

EVALUATING THE FINANCIAL EFFICIENCY OF LOCAL FOOD PRODUCERS

By exploring the financial efficiency of farms and ranches who direct market, we can better understand what factors could improve their viability and performance. The goal is to:

1. Ascertain the average efficiency levels of farm operations that participate in direct and intermediated markets.
2. Identify the factors that have the greatest influence on the relative efficiency of farms and ranches that participate in local food systems.
3. Estimate the relationship between marketing strategy and farm profitability and productivity, with a particular focus on the role of farm size.

Representation of a Stochastic Profit Efficiency Frontier



- » The average estimated efficiency of local food producers is 43% implying that, on average, a farm can increase profit by about 133%¹ by improving efficiency.
- » Farmers could earn higher profits using a different combination of fixed and variable inputs.
- » Overall, most direct market producers are not producing on the efficiency frontier and could realize significant improvements in profitability with changes in their operations.

¹: $(100-43) \times (100/43)$

Project Team:

Dr. Dawn Thilmany
Dr. Becca Jablonski
Dr. Allison Bauman
Colorado State University

Dr. Dave Shideler
Oklahoma State University

The Data and Approach

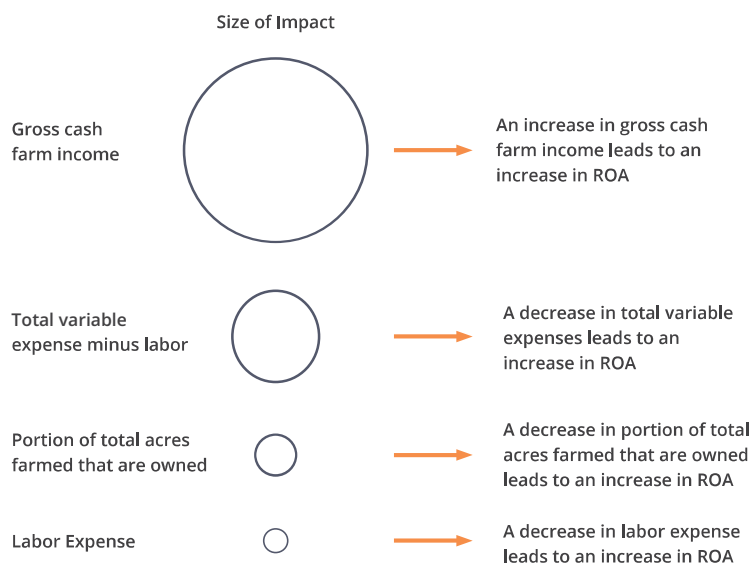
We use data from the 2013 Phase III ARMS, a nationally representative survey that targets about 30,000 farms, providing annual, national-level data on farm business. Stochastic profit efficiency frontier is estimated using local food producers' cost and profit data, where profit is defined as return on assets.

Return on assets: represents the total income generated from the farm divided by the total assets employed to generate this income.

Profit efficiency frontier: maps the combinations of fixed and variable inputs that are utilized by the most profitable local food producers. Producers located above or below this frontier could increase profit (defined as return on assets) using a different combination of inputs.



Variables with a statistically significant impact on return on assets (ROA)



Implications for Farm Performance and Efficiency

- » Gross cash farm income has the largest impact on financial efficiency, providing evidence that, all else constant, the most important factor in the efficiency of direct market producers is scale.
- » Market channel participation was not statistically significant; there are many different choices a producer can make in terms of where they choose to sell their product and remain efficient.
- » Since different market outlets require different business strategies, the differences across channels may already be accounted for in how producers manage variable expenses.
- » Fixed expenses were found to be insignificant; managing variable expenses, not fixed expenses, is the key managerial focus for direct market producers to achieve profit efficiency.
- » Land ownership is not a determinant of efficiency in the direct marketing sector.
- » Results suggest that wealth building strategies (land ownership and growth through value appreciation) may run counter to attaining short-term profitability and cash returns.

Key Takeaways:

*Many local food producers could increase profitability by improving their efficiency such as changing their relative investment in labor, production inputs and land.

*Scale has the largest impact on financial efficiency among direct market producers.

*The choice of market channel was not shown to have an impact on efficiency.

Funding provided by:
Award Number 2014-68006-21871



Data Sources:

Bauman, A., D. Thilmany, & B.B.R. Jablonski. 2017. "The financial performance implications of differential marketing strategies: Exploring farms that pursue local markets as a core competitive advantage." Renewable Agriculture and Food Systems, <https://doi.org/10.1017/S1742170517000680>.

For more information:
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LOCAL FOOD ECONOMICS FACT SHEET

PROFITABILITY IMPLICATIONS OF LOCAL FOOD MARKETING STRATEGIES

The objective of this work is to explore how scale and participation in direct and intermediated marketing channels influence the financial performance of farms and ranches. At any point in time, a farm operation may be considering the trade-offs of their product marketing portfolio: balancing the efficiency gains of scale against the potentially higher or more stable returns from self-governed customer responsive supply chains (e.g., farmers market). This analysis evaluates the range of profitability at different combinations of scale and market channel available to local food producers.

Return on Assets, by Marketing Outlets and by Gross Farm Income

Scale (Gross Cash Farm Sales)	Return on Assets			
	Quartile (4=Highest)	Direct-To- Consumer Only	Intermediated Only	Both Direct and Intermediated
\$1,000 to \$74,000	1	-1.37	-0.80	-2.63
	2	-0.07	-0.07	-0.07
	3	-0.01	-0.01	-0.02
	4	0.20	0.04	0.07
\$75,000 to \$349,999	1	-0.24	-0.20	-0.33
	2	-0.07	-0.09	-0.07
	3	-0.01	-0.01	-0.01
	4	0.08	0.26	0.39
\$350,000 and higher	1	-0.23	-0.31	n/a
	2	-0.06	n/a	-0.06
	3	0.00	-0.02	-0.01
	4	0.19	0.31	0.34

- » Producers can be profitable at all combinations of scale and market channel.
- » Greater scale provided a clear advantage in intermediated markets among the highest performers.
- » For producers selling direct-to-consumer only, the highest performing small scale producers outperformed the highest performing mid- and large- scale producers.
- » Scale does matter in the choice of appropriate marketing strategies and the portfolio of channels, at least among the most profitable.

Project Team:

Dr. Dawn Thilmany
Dr. Becca Jablonski
Dr. Allison Bauman
Colorado State University

Dr. Dave Shideler
Oklahoma State University

The Data and Approach

We use data from the 2013 Phase III ARMS, a nationally representative survey that targets about 30,000 farms, providing annual, national-level data on farm business.

Direct-to-consumer sales: Sales of products directly to the final consumers (e.g., farmers' markets, CSAs, farm stands).

Intermediated sales: Sales to local food marketing enterprises that maintain product's local identity and sell or serve directly to consumer (e.g., restaurants, groceries, regional food hubs).

Return on assets: Represents the total income generated from the farm divided by the total assets employed to generate this income

Quartile: Divides producers into four equal groups based on their return on assets. The first quartile contains producers with a return on assets in the lowest 25% of the sample whereas the fourth quartile contains producers with a return on assets in the highest 25% of the sample.

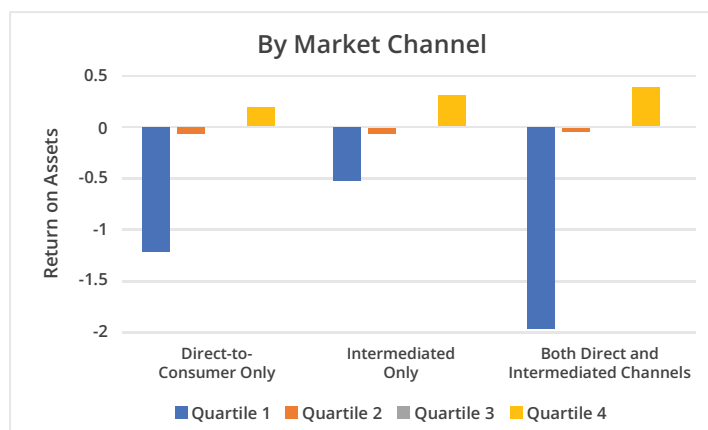
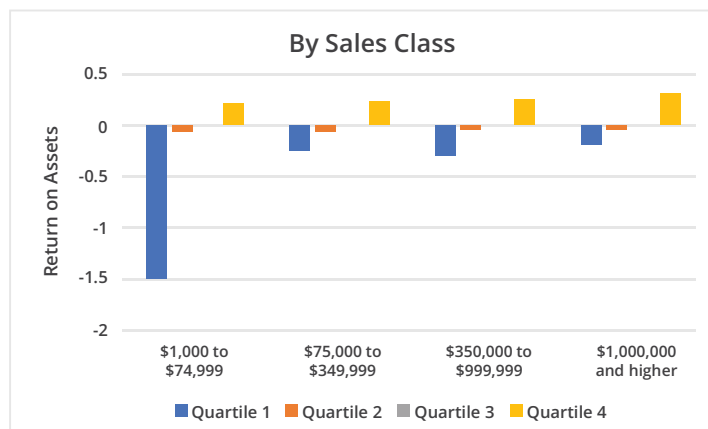
We divide the sample by scale and then by profitability quartiles (defined as return on assets) and conduct statistical tests across quartiles to compare performance across scale, location and market outlet.



Implications for Farm Performance and Viability

- » The highest performing firms in every sales class (even the smallest producers) were profitable, and at \$75,000 in sales and higher, at least half of all farms were profitable.
- » Farms with direct and intermediated sales vary greatly in terms of profitability.
 - » The highest performers report returns of over 20%-- strong profitability in a low margins industry.
 - » Over half of the sample reported negative returns, but the losses vary significantly by sales size class.
- » Among the top performing quartile, direct-to-consumer marketers had significantly lower ROA than the top performers using intermediated markets or both types of markets.
- » May signal the importance of intermediated markets to achieve marketing efficiencies in these higher volume channels.

Return on Assets by Quartile (Quartile 4 is the most profitable)



Key Takeaways:

*Local food system participants can be profitable at any scale.

*Intermediated sales are correlated with higher profitability at every size class when compared to producers with only direct-to-consumer sales.

Funding provided by:
Award Number 2014-68006-21871



Data Sources:

Bauman, A., D. Thilmany, & B.B.R. Jablonski. 2017. "The financial performance implications of differential marketing strategies: Exploring farms that pursue local markets as a core competitive advantage." *Agricultural and Resource Economics Review*, forthcoming.

For more information:
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LOCAL FOOD ECONOMICS FACT SHEET

THE ROLE OF LABOR AND OTHER VARIABLE EXPENSES IN LOCAL FOOD MARKETS

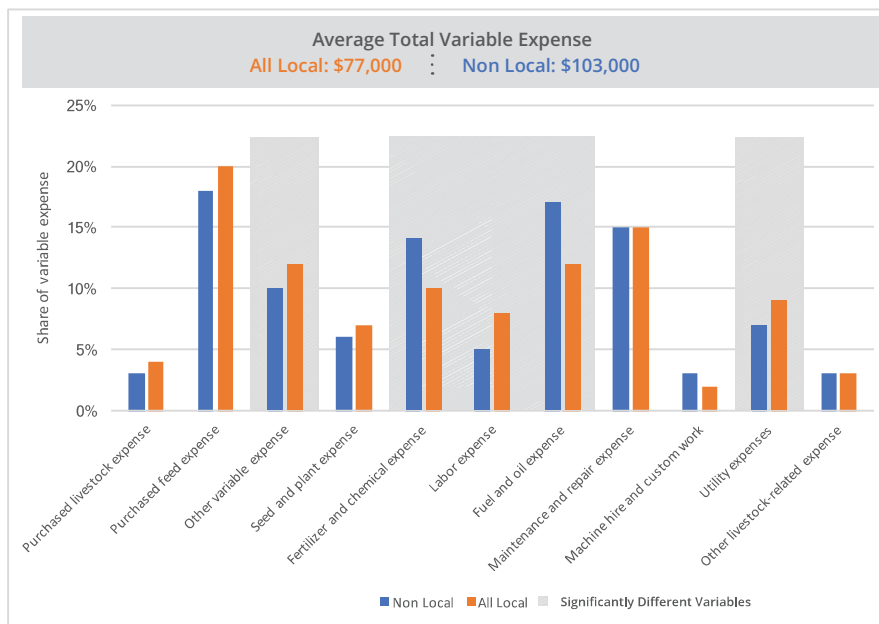
The objective of this work is to explore the underlying economic differences, especially in regards to expenditures on variable costs and wage rates, which emerge from selling into local and regional food markets. We compare average variable expenses for farms within local and regional food systems, looking at the differences between scale and location as well as comparing local food producers to conventional producers.

Project Team:

Dr. Dawn Thilmany
Dr. Allison Bauman
Dr. Becca Jablonski
Colorado State University

Dr. Dave Shideler
Oklahoma State University

Average Share of Variable Expenses for all Non Local and Local Producers, U.S.



The Data and Approach

We use data from the 2013 Phase III ARMS, a nationally representative survey that targets about 30,000 farms, providing annual, national-level data on farm business.

Of the total sample (16,414 observations), 94% reported no local food sales and 6% responded they had positive sales in local food marketing channels. Local food marketing channels include sales of products directly to the final consumers (e.g., farmers' markets, CSAs, farm stands) and sales through non-direct local food marketing channels that in turn sell directly to consumers (e.g., restaurants, groceries, regional food aggregators).

- » Consistent with prior findings, farms without local food sales have significantly larger average expenditures compared to local food participants (\$103,000 to \$77,000).
- » On average, local food participants spend 8% of total expenditures on labor, compared to only 5% for farms that do not sell through local food channels.

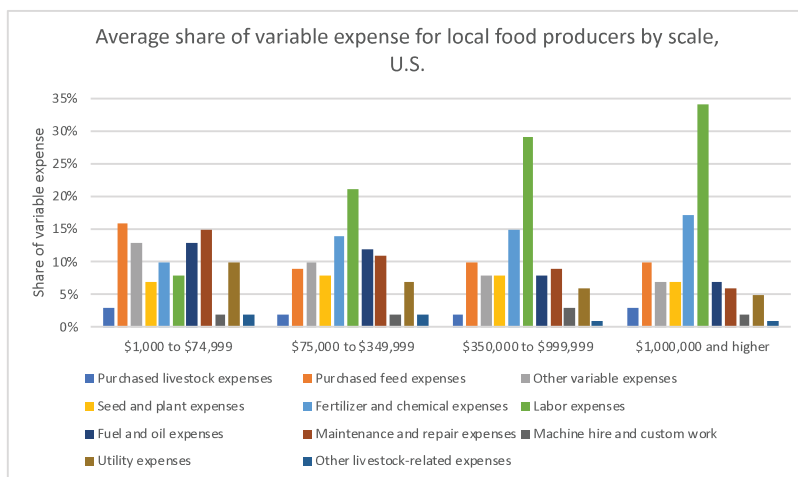


Average Share of Variable Expenses for Local Producers by Scale, U.S.

- » As local food producers get larger, they increase their share of expenditure on labor (8%, 21%, 29%, and 34%).
- » On the whole, there are many significant differences between the production expenditures amongst the lowest gross cash farm income producer category and the others.

Wage Rate for Local Food Producers, U.S.

- » Those average wages are slightly higher in metro areas (\$26 vs. \$23 and \$21 in metro-adjacent and nonmetro, respectively), there are no significant differences.
- » Given the substantial literature that focuses on persistent wage gaps between rural and urban places globally and in the U.S. (e.g., Young, 2013; Marré 2017), this finding is unexpected.
- » Shows potential for those who see local food systems as one strategy for rural economic development.



Key Takeaways:

- *Local food producers spend a larger share of their variable expenses on labor than do nonlocal producers.
- *The share of expenditures on labor increase as local food producers get larger.
- *The wage rate for local producers between metro, metro-adjacent and nonmetro were not statistically different.

Funding provided by:

Award Number 2014-68006-21871



Data Sources:

Bauman, A., Thilmany, D., & Jablonski, B.B.R. 2018. "The financial performance implications of differential marketing strategies: Exploring farms that pursue local markets as a core competitive advantage." *Agricultural and Resource Economics Review*, in press.

Young, A. 2013. "Inequality, the Urban-Rural Gap, and Migration." *Quarterly Journal of Economics* 128: 1727-1785.

Marré, A. 2017. "Rural Education at a Glance, 2017 Edition." U.S. Department of Agriculture, Economic Research Service, EIB-171.

For more information:

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LOCAL FOOD ECONOMICS FACT SHEET

FINANCIAL BENCHMARKS FOR LOCAL FOOD PRODUCERS

The objective of this work is to explore the financial benchmarks for producers participating in direct-to-consumer and intermediated market channels. By benchmarking several key business factors across producer segments, we can compare those operations with relatively worse (quartile 1) and better (quartile 4) financial performance. Key factors include labor costs, financial efficiency (asset turnover ratio) and leverage (debt to asset ratio). Given the marketing-intensive nature of direct sales, we evaluate labor cost benchmarks and how those benchmarks change as scale increases. Since the cyclical nature of agriculture makes it particularly susceptible to financial risk and repayment challenges, we assess how farms that sell through local markets compare to others in terms of debt usage and financial efficiency.

Project Team:

Dr. Dawn Thilmany
Dr. Allison Bauman
Dr. Becca Jablonski
Colorado State University

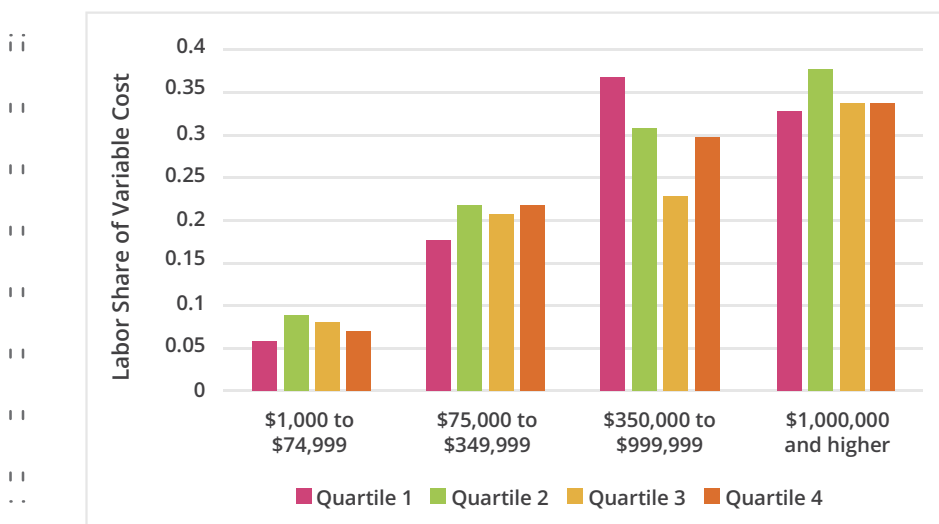
Dr. Dave Shideler
Oklahoma State University

The Data and Approach

We use data from the 2013 Phase III, a nationally representative survey that targets about 30,000 farms, providing annual, national-level data on farm business.

We divide the sample into profitability quartiles (defined as return on assets) and conduct statistical tests across quartiles to compare performance across scale, using low (quartile 1) and high (quartile 4) performers as indicators of success and failure.

Labor Share of Variable Costs by Scale and Quartile

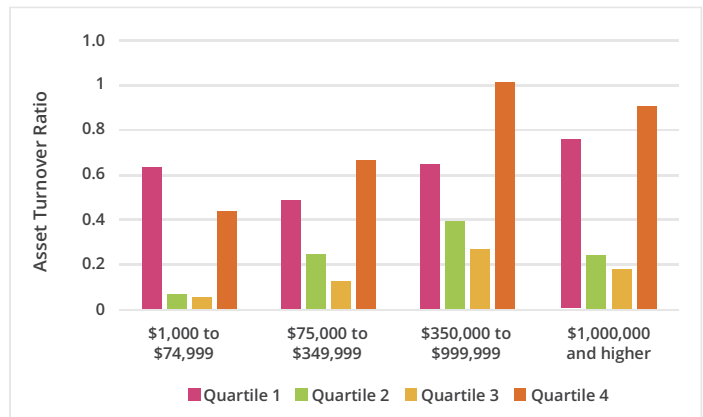


- » Labor investments are a relatively higher share of total costs as operations grow in scale. This suggests the hours, skill and expertise needed to manage responsive supply chains is higher as the volume of sales conducted through direct and intermediated markets increases.



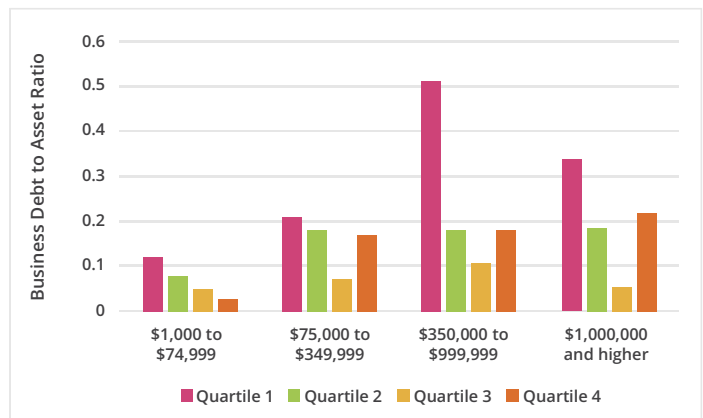
Asset Turnover Ratio by Scale and Quartile

- » The highest performing farms generally have the highest asset turnover ratios (ATR), calculated as total sales divided by total value of assets.
 - » This shows that farms are highly effective in using assets to generate sales.
- » The higher ATRs among the strong financial performing operations could be the result of several strategies including: lean management (leasing vs. owning land and equipment), high sales through strong customer loyalty and price points, or intensively managed production models (succession planting, full carcass utilization, season extension).



Business Debt to Asset Ratio by Scale and Quartile

- » In general, the best and worst performing farmers both use relatively higher levels of debt. Poor performing operations see debt as a solution for cash flow shortfalls and best performing operations see debt financing as an opportunity for faster growth.
- » Given the use of debt by even those performing well, it would suggest targeted, government-backed credit access may be an attractive policy solution to support this sector.



Key Takeaways:

- *Labor costs are a relatively higher share of total costs as operations grow in scale.
- *The highest performing farms generally have the highest asset turnover ratios.
- *Debt usage is bi-modal with the best and worse performing farmers using relatively more debt.

Funding provided by:
Award Number 2014-68006-21871



Data Sources:

A. Bauman, Thilmany, D., & Jablonski, B.B.R. 2018. "The financial performance implications of differential marketing strategies: Exploring farms that pursue local markets as a core competitive advantage." *Agricultural and Resource Economics Review*, in press.

For more information:
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Tuesday Tour Orchard Tour

Historic Round Barn & Farm Market

The Historic Round Barn & Farm Market is a family owned and operated farm market just 8 miles west of the Civil War town Gettysburg. Built in 1914, it is one of only a handful of truly round barns surviving today. Set in a scene of picturesque Pennsylvania foothills, you'll love its beautiful architecture against the rolling, orchard-covered hills. Whether you're here for an event, our fresh fruit, or just exploring, we think you'll find it's a truly *well rounded* experience.

We keep busy growing over 30 types of apples, 20 types of peaches, nectarines, apricots, plums, pears, cherries, berries, and grapes. Phew, that's quite a list...and that's just the fruit. In our spare time - do farmers have that? - we have expanded into vegetables, including sensational sweet corn, amazing asparagus, tasty tomatoes and others like peppers, cucumbers, zucchinis and egg plants. Plus, plenty of pumpkins, from jack-o-lanterns to pie pumpkins to beautiful heirloom varieties.

Fruit Research and Extension Center

The Fruit Research and Extension Center (FREC) in Biglerville is situated on 125 acres of fertile land in south-central Pennsylvania, in the heart of the major tree fruit production area of the state. The center's total orchard and land holdings include an additional 55 acres approximately three miles west of Biglerville, near Arendtsville.

The southcentral and southeastern counties of Pennsylvania grow about 80 percent (23,966 acres) of the state's apples and pears and approximately 84 percent (7,774 acres) of the stone fruits (peach, nectarine, plum, and cherry). Located in the area are two major processing companies that manufacture a variety of fruit products such as apple sauce, pie filling, apple juice, and specialty fruit products. Commercial productions of apples, peaches, nectarines, cherries, pears, and plums are valued at approximately \$84 million annually.

The center is part of the research and extension division of Penn State's College of Agricultural Sciences. In addition to providing site-specific conditions for research, the facility increases opportunities for growers, consultants, consumers, and students to observe experiments and to consult with scientists. Extension specialists apply experimental findings to local conditions, and, in turn, make suggestions to scientists about new research needs.

McCleaf's Orchard

Located near Gettysburg, in the hills of Adams County, Pennsylvania, McCleaf's Orchard is a 5th generation family farm. We grow a wide variety of fresh fruits and vegetables for direct sale to our wonderful customers and farm with sustainable practices, evidenced by our Primus and IPM

certifications. On our 52 acre historic farm we grow apples, peaches, plums, apricots, pears, cherries, pluots, kiwi berries, other unique fruit offerings as well as a wide variety of vegetables and herbs. We strongly believe in creating a biologically diverse farm, creating natural protection for our fruits and vegetables, while keeping our minds always stimulated with something new to learn!

Our marketing takes us to ten farmers markets across Virginia, Maryland and Washington, D.C.

Tuesday Tour – Productivity Tour

Harley-Davidson Vehicle Operations

Established as an assembly facility in 1973, Harley-Davidson Vehicle Operations in York, PA assembles the Touring, CVO™ and Trike models. They also perform a variety of manufacturing operations - making parts like frames, fuel tanks, and fenders.

At the Vaughn L. Beals Tour Center, you'll explore exhibits that detail the manufacturing and assembly processes of the factory. You'll also have the chance to sit on current production motorcycles and visit the gift shop for tour-related souvenirs. The Kids Corner, a specially designed area for visitors under the age of 12, makes the York facility an ideal family destination.

Your factory tour begins with an introductory video and continues on the factory floor where you'll get a behind-the-scenes look at the people, processes and products of Vehicle Operations. You'll be guided through the manufacturing of key components and the assembly of Touring, CVO and Trike motorcycles. Then it's on to the end of the line, where every motorcycle is roll-tested prior to shipping.

Over the years, thousands of Harley-Davidson enthusiasts have made the journey to York, Pennsylvania to witness passion forged in steel.

IMPORTANT VISITOR GUIDELINES AND SAFETY REQUIREMENTS

Cameras or recording devices are not allowed in the plant. Photography is permitted in the Tour Center.

Bags or packages such as backpacks, luggage and camera bags are not allowed in the factory.

Fully-enclosed, low-heeled (one inch or less) shoes are required.

Children under the age of 12 are not allowed on the factory tour. Visitors under the age of 18 must be accompanied by an adult at all times.

Please notify us if you have disability-related needs. Every effort will be made to accommodate you.

YorkKitchen and Central Market

YorkKitchen is a unique service to residents of the City of York, the surrounding Central Pennsylvania area and beyond. It is a shared commercial kitchen incubator available for rent by the hour to food producers, 24 hours a day, 7 days a week. Located downtown in the annex of Central Market House, the kitchen is located in the middle of a produce and food hub. Typically, what stands between the farmer or food entrepreneur and creating a new venture is the start-up costs to construct a licensed commercial kitchen to prepare their new products.

Central Market York, is a historic public market located in Downtown York, Pennsylvania, York County, Pennsylvania. Market shoppers enjoy the finest in locally grown flowers and produce, baked goods, fresh seafood, meats, deli products and many specialty items while sellers network and hawk their

wares in a bustling, supportive environment. Locals and visitors alike find fresh local flavor at the many prepared food vendors, with tons of seating for mingling and making the rounds.

Penn State Southeast Ag Research and Extension Center

SEAREC is home to Penn State's applied field research program in the south central region of the state.

The work that takes place at the Center reflects the rich agricultural diversity of the region and surrounding Mid-Atlantic states. The Center is located in Lancaster County, in the heart of the most intensive farming area in Pennsylvania.

The Center is a proving ground for the best ideas and methods that come out of the University's laboratories and greenhouses. At SEAREC these concepts are refined and tested in a field setting before being introduced into practice by Pennsylvania growers. SEAREC also serves as a showcase where farmers, industry professionals, consumers and lawmakers gather to learn novel or improved farming practices and gain insight into production agriculture, gardening and scientific research.

Tuesday Tour – Dairy Tour

Kreider Farms

Today, the Kreider family, under the third generation leadership of Ron Kreider, and a dedicated staff of approximately 475 people, operate a diverse farming business encompassing approximately 3,000 acres. The dairy and egg operations, which house 1,700 dairy cows and 6 million chickens, supply retail and wholesale customers with farm-fresh milk, ice cream and eggs.

Experience the sights, sounds and smells of a real, working dairy farm on the Kreider Farms tour. This tour features a high-tech view of farming, including a drive down the middle of our "Cow Palace" barn and a bird's eye view of the milking carousel where we milk 1700 cows, 3 times every day.

Root's Country Market & Auction

Welcome to Root's Market, home of the oldest single family-run country market in Lancaster County, Pennsylvania. From its humble beginnings as a poultry auction in 1925, Root's Market has evolved over the years to become a piece of Lancaster County heritage offering fresh food and a wide variety of items for sale.

There's something for everyone at Root's. Every Tuesday, Root's Market features its produce auction as well as fresh meats, deli, bakery items, flowers, handmade crafts, antiques, collectibles and household items from over 200 standholders.

Brubaker Farms

Brubaker Farms is a family owned and operated dairy operation, with 1,000 plus acres of crops (corn, soybeans, wheat, rye and alfalfa); 935 dairy cows, 800 replacement heifers and 50,000 broiler chickens.

Brubaker Farms is owned by Luke and Barbara Brubaker in partnership with their two sons, Mike and Tony. Luke oversees all operations, receipts and billing, and is the groundskeeper. Mike is responsible for crops, nutrient management, government programs and management of outside labor. Tony manages the overall herd, the heifers and inside labor.

On this part of tour, participants will get the opportunity to ride their family-owned open wagon around with Owner Luke Brubaker and visit their various grazing and field crop land and you will see how they care for, milk and produce their dairy products first hand.

Additional Tour Information

Tour #2

Harley-Davidson

IMPORTANT VISITOR GUIDELINES AND SAFETY REQUIREMENTS

Cameras or recording devices are not allowed in the plant. Photography is permitted in the Tour Center.

Bags or packages such as backpacks, luggage and camera bags are not allowed in the factory.

Fully-enclosed, low-heeled (one inch or less) shoes are required.

Children under the age of 12 are not allowed on the factory tour. Visitors under the age of 18 must be accompanied by an adult at all times.

Please notify us if you have disability-related needs. Every effort will be made to accommodate you.

Tour #3

Kreider Farms

Children under the age of 18 must be with a parent or legal guardian

Must be at least 42 inches tall to climb silo (to observation deck)

All Tours

Comfortable walking shoes

Dress for being outside – weather may be hot or rainy. Bring appropriate items (ex. Poncho, umbrella, sunscreen, hat, etc.)



National Association of Farm Business Analysis Specialists

Achievement thru Better Records

2018 National Conference
Harrisburg, PA
Committee Activities
Wednesday June 13 4:00 pm

Program

1. Information is needed to evaluate success of 2018 conference.
2. Update on 2019 conference; topics, presenters, tours; planning committee
3. Selection of 2020 site and planning committee members needed.
4. Discussion of 2021 location
5. Suggestions about conference website
6. Comments on additional professional development opportunities
7. Discussion of early career sessions (2 in 2016, 1 in 2017, 1 in 2018)
8. To what extent was cross promotion with Roger McEowen PA seminar helpful

Technology

1. How should we participate in social media, apps, other new tools?
2. What new developments are occurring with data analysis software?
3. What new methods are being used to communicate with farm families?
4. How do you share financial & tax return information with clients and lenders?
5. What are we doing to protect client data?
6. What software is used to speed up the processing & tax season?

Administrative

1. Conduct annual audit of treasurer books.
2. Identify new and retired members.
3. Review by-laws for any changes.
4. Publicity opportunities for staff attending conferences.
5. Other suggestions for president, executive director, secretary-treasurer.

National Farm Financial Standards

1. Identify upcoming meetings.
2. Seek NAFBAS budget assistance as needed.
3. What have been the key developments in the past couple of years?
4. Provide for continuing leadership in this effort.
5. What are the key topics to be addressed and how should NAFBAS respond?



National Association of Farm Business Analysis Specialists

Achievement thru Better Records

2018 NAFBAS Committees: Harrisburg PA Conference

Executive

Conducts the annual meeting, makes committee assignments, conducts the Board of Directors meeting, and carries out duties as provided in the by-laws and as directed by the membership through the Board of Directors.

President: Mike Harer (MN) Vice President: Mark Wood (KS) Past President: Don Nitchie (MN)
Secretary/Treasurer: Anthony Barrett (NE) Executive Director: Bob Rhea (IL)

Program

Assist in the planning and site selection of the upcoming national meeting with the host state. Develop additional professional development opportunities as directed by the membership.

Chair: Don Nitchie (MN) Lynn Kopitzke (WI) Jessie Shoopman (IL) Kent Ruppert (IA)
Michelle Greenlee (NE) Laura Powers (KY) Jenny Doty (IL)

Technology

Combines the efforts of three previous committees: Association Analysis, Farmer Usage of Computers, and Tax Preparation with Computers. To provide methods for members to stay informed of technology advances which assist our programs. To study various analysis programs. To study new computer software. To suggest services NAFBAS members can utilize to enhance our programs.

Chair: Rob Holcomb (MN) Mark Dikeman (KS) Mitch Fickling (IL) Jenny McEntee (IA)
Brad Zwilling (IL) Dean Ziegler (WI) Taylor Endress (IL) Joel Marquardt (WI)

Administrative

Combines the efforts of four previous committees: Audit, Membership, Policy, and Public Relations. Conduct annual audit of NAFBAS treasurer books. Monitor, review, and recommend changes to by-laws and code of ethics. Work with host state to provide publicity for NAFBAS meeting and for member recognition in their local area. Recognize new members and retiring members.

Chair: Ruth Ann McGrew (IL) Alissa Fosdick (IL) Debra Lueloff (WI) Carla Doubet (IL)
Eric Hofland (IA) Jared Gonnering (WI)

Recognize efforts by members to submit professional papers for review at the NAFBAS annual meeting.

Need to select during the 2018 business meeting

PRESENTER/WORKSHOP PROFILES

WED-THURS

WEDNESDAY PRESENTERS

Supporting Mental Health and Well-Being of Farmers
During Difficult Economic Times
Wednesday, June 13th, 8:30-9:30am
Breakout Session, 2:00-3:00pm



Suzanne Pish is an Extension Educator at Michigan State University focused on Social-Emotional Health and Wellbeing across the Life Span Healthy Youth, Family, Bullying, Caregiving, Early Childhood Development, Managing Relationships, Violence Prevention, Healthy Relationships

She is a regular contributor to the Michigan State website [Managing Farm Stress](#)

Energy Opportunities in Agriculture – Diversity in PA
Wednesday, June 13th 9:30-10:30am
Breakout Session, 3:00-4:00pm



Dan Brockett is with the Penn State Extension Shale Energy Education Team. He lectures and teaches on energy development from shale, the economics driving the process, the process and politics of hydraulic fracturing, and the associated impacts to communities, businesses, agriculture, land, and people. He has had the opportunity to provide training for industry, for elected officials, for businesses, regulators and for landowners and has been able to speak throughout the country and around the world. Some of the recent issues he has focused on include: The economics and production of Natural Gas Liquids, Price Basis Differential for the Appalachian Basin – Regional Supply/Demand, and Royalty Management/Land Management Issues

PRESENTER/WORKSHOP PROFILES

WED-THURS

Jon Laughner is with the Penn State Extension Agricultural Entrepreneurship and Shale Energy Team working to help build entrepreneurial communities in the agricultural market. He is active in the Shale Energy Team, working with property owners, legislators, regulators, and entrepreneurs to understand the implications of regional drilling activity and is working with TOPCORP, a multi-university collaboration to provide oil and gas regulators with updated training. He has presented for community residents and officials, industry, and government officials in the shale gas footprint, regionally, and internationally. Jon has also led a team throughout the Midwest and Northeast selling energy solutions to large industrial customers.



Dr. Tom L. Richard is a professor of agricultural and biological engineering and the Director of Penn State's Institutes for Energy and the Environment, where he coordinates a network of faculty engaged in innovative interdisciplinary research and education on fossil and renewable energy, energy efficiency, water, climate, ecosystems and environmental health. Dr. Richard currently directs the \$10 million NEWBio Sustainable Bioenergy Consortium for the USDA, and serves as the deputy technical director for the DOE's National Risk Assessment Partnership for geologic carbon sequestration. Dr. Richard is the author or co-author of over 140 research and technical publications and is a Fellow and Past President of the Institute of Biological Engineering.



Current Issues in Tax Law and Regulations in Agriculture
Wednesday, 11:00am-12:00 noon
Breakout, 2:00-3:00pm

Dario Arezzo is a Tax Consultant at Farm Credit East. He specializes in tax consulting, research, planning and compliance for individuals and businesses in the agriculture community. He holds a Bachelor of Science degree from Cornell University, a Juris Doctor degree from Albany Law School and a Master of Laws degree (LL.M.) from New York University. Dario is the author of a quarterly column in State Tax Notes; *Arezzo on Agriculture*.



PRESENTER/WORKSHOP PROFILES

WED-THURS

Business Succession Planning – How do we support farm transitions
Wednesday, 11:00am-12:00noon
Breakout, 2:00-3:00pm

John Berry joined Penn State Extension following a twenty year career as a dairy farmer. Additionally, he has extension experience with market research, business planning and entrepreneurial development from assisting clients at the Kutztown University EDGE Center.

John holds an A.A.S. in dairy science from Delhi Ag & Tech College, a B.S. in animal science from Tennessee Technological University, and an M.B.A. from Kutztown University. John focuses on effective business management across all production systems with a keen interest in human resources and growing the next farm manager.



Host Team, Closing Remarks Thursday



Maria Graziani is the new Farm Financial Management educator in Beaver County and serving Lawrence and Butler Counties as well. Maria comes to Penn State Extension with an MBA and background working with start-up, tech and food-centered businesses and organizations in the areas of financial analysis, budget planning, and developing efficient and improved cash flow management that works to mitigate risk, enhance the accuracy of financial reporting and ensure annual compliance. She has been an advocate of local food and farming for the past 10 years, wearing many hats over this time including, urban farmer, food-based entrepreneur, member of the Pittsburgh Food Policy Council and Advisory Board member of the Pittsburgh Urban Growers Co-op. She is excited to support Beaver, Butler and Lawrence County farmers in areas of farm financial health and entrepreneurship.

Sarah is a Senior Extension Associate at Penn State University. She has a master's of science in Agricultural Economics and Master's of Science in Animal Science, both from Penn State University. She serves in the Department of Agricultural Economics, Sociology and Education, working in the area of agricultural entrepreneurship and business management. Sarah has particular interest in value-added dairy entrepreneurship and marketing, the use of social media for agricultural farm and food business marketing, and business and marketing planning and decision making.



NAFBAS

Annual Meeting History

<u>Year</u>	<u>State</u>	<u>Town</u>	<u>Site</u>	<u>Reg. Fee</u>	<u>Staff Attend.</u>	<u>Room Cost</u>	<u>President</u>
2019	Wisconsin	Sheboygan	Blue Harbor			135	
2018	Pennsylvania	Harrisburg	Hilton	395		129	Mike Harer
2017	Iowa	Des Moines	Embassy Suites	385	112 total /72 naf	118	Don Nitchie
2016	South Dakota	Sioux Falls	Holiday Inn	375	149 total /69 naf	99	Don Nitchie
2015	Illinois	Rochester NY	Hyatt	375	120 total /75 naf	109	Jim McCabe
2014	Utah	Salt Lake City	Radisson	325	97 total / 46 naf	119	Jim McCabe
2013	Kansas	Overland Park	Doubletree	340	159 total 71 naf	107	James Huschka
2012	Minnesota	Minneapolis, MN	Crowne Plaza	345	132 total 72 naf	109	James Huschka
2011	Kentucky	Nashville, TN	Sheraton Music City	295	124 total 73 naf	130	Rush Midkiff
2010	North Dakota	Fargo	Holiday Inn	285	201 total 61 naf	98	Jim Kurtz
2009	Missouri	St. Louis	Sheraton City Center	260	141 total 81 naf	114	Mike Schmitz
2008	Nebraska	Fresno	Piccadilly Inn University	290	111 total 71 naf	91	Tina Barrett
2007	Minnesota	Rochester	Kahler Hotel	240	230 total 76 naf	72	Lynn Kopitzke
2006	Iowa	Omaha	Doubletree, Downtown	225	141 total 77 naf	105	Bob McHugh
2005	Illinois	Washington DC	Crystal City Doubletree	175	78	135	Roberta Boarman
2004	Kansas	Wichita	Marriott	190	89	81	Bryan Manny
2003	Minnesota	Duluth	Inn on Lake Superior	200		99	Jim Christensen
2002	Alabama	Orange Beach	Perdido Beach Resort	200		130	Jerry Pierce
2001	Kentucky	Bowling Green	University Plaza	100		95	Darwin Foley
2000	Colorado	Steamboat Springs	Sheraton	120		92	Dana Scheidecker
1999	Wisconsin	Wisconsin Dells	Chula Vista Resort	100		109	Rolyn Jorgensen
1998	Iowa	Des Moines	Holiday Inn	100		90	Ron Stone
1997	Illinois	St. Charles	Pheasant Run Resort	100		94	Bob Rhea
1996	Kansas	Overland Park	Doubletree	100		80	Bob Dawson
1995	South Carolina	Charleston	Holiday Inn	100		57	Dana Scheidecker
1994	Minnesota	Brainerd	Craguns	90		100	Dary Talley
1993	Alabama	Gulf Shores	State Park	75		90	Alan Miller
1992	Kentucky	Louisville	Radisson			62	Craig Gibson
1991	New Mexico	Ruidoso	Inn Mountain Gods	75		77	Patrick Sullivan
1990	Colorado	Greeley	Ramkota Inn	50		60	Bill Janssen
1989	Wisconsin	Green Bay	Radisson				Phil Christman
1988	Iowa	Dubuque	Midway Motor Lodge	45		52	Doug Streeper
1987	Illinois	Springfield	Holiday Inn				Roy Ewalt
1986	Kansas	Manhattan	Holiday Inn				Jerry Freeze
1985	Alabama	Lake Gunter'sville	State Park				George Young
1984	Minnesota	Detroit Lakes	Holiday Inn				Erlin Weness
1983	Kentucky	Lexington	Holiday Inn				Joe Fuqua
1982	Colorado	Durango					Duane Steinhart
1981	Wisconsin	Stevens Point	Holiday Inn				Claire Milliren
1980	Iowa	Lake Okoboji					Duane Murken
1979	Illinois	Rockford	Clock Tower Inn				Dorrence Brucker
1978	Kansas	Garden City	Plaza Inn				Gale Mullen
1977	Kentucky	Hardin	KenLake State Park				Don Clampett
1976	Colorado	Estes Park	Stanley Hotel				Gail Shellberg
1975	Wisconsin	Mishicot	Fox Hills Inn				William Biddick
1974	Iowa	Amana	Holiday Inn				Phillip Benge
1973	Illinois	Galesburg					Mervyn Helfert

NAFBAS MEMBERSHIP BUSINESS MEETING

Hilton, Harrisburg PA
Thursday June 14, 2018

Agenda

Call to Order

Secretary Report

Treasurer Report

2017-2018 Results

2018-2019 Budget Proposal

President Report

Executive Director Report

NAFBAS Committee Reports

Program

Technology

Administrative

Professional Papers

National Farm Financial Standards

Joint NAFBAS / NFRBMEA Committee Reports

USDA Activities

Conference Fundraising

Conference Planning Committees: 2019, 2020

Old Business

New Business

2019 Conference Planning

2020 Conference Site Selection

2021 Conference Site Discussion

Member Topics

State Reports

Adjourn



Illinois Farm Business Farm Management Association

NAFBAS 2018 Report

June 2018

In the time after the Annual Meeting of the Delegates of the Illinois FBFM Association at the First Christian Church on August 23, 2017, each of the eight local FBFM associations held the proper director and delegate meetings to consider the question of merging the eight local associations into the Illinois FBFM Association as of January 1, 2018. I am pleased to report each of the local associations approved, by a two-thirds majority vote, the merging of their local association *with* the other seven local associations *into* the Illinois FBFM Association.

This is the culmination of work beginning in the spring of 2012 when a group of field staff met to consider the long term future of Illinois FBFM. The strategic planning work brought to attention areas in need of improvement, such as data and risk management, standardization of practices, improved training, and the need to consider a change in the organization structure of Illinois FBFM to facilitate making the identified improvements.

Advantages of joining our eight associations into a single entity include operating one organization for financial management. Other advantages include maintaining one standardized set of best practices and a standardized set of products and services; personnel management from a single dedicated management team with an emphasis on support for our field staff and cooperators; better centralization of data and risk management through the use of servers to protect and backup data and a single state-wide data management policy; the ability to be more responsive to change occurring inside FBFM as well as all aspects of production agriculture. All of this is with an eye on developing Illinois FBFM into an even stronger organization. Our new single entity allows us to better cover contingencies as they arise which permits the Board of Directors to be proactive, rather than reactive.

In 2018, we implemented a new standard billing system which saw some members experience an increase in dues and fees. Our goal is that the service FBFM provides to our members well exceeds the billed amount. Cooperators experiencing an increase will have the increase limited to a maximum of a 15% year over year increase, assuming no increase in the size of the farming enterprise.

One of our goals is to provide better training opportunities for field staff, so FBFM field staff provide all cooperators with a quality product and services that are the same throughout Illinois. With more capacity on a state-wide basis, FBFM will be ready to take on more clients to reduce the overhead costs to all cooperators, offer additional relevant services to our current cooperators, and be more responsive to changing conditions in the agriculture community.

With the new organization comes a new board positioned to continue the oversight role that a board provides upon the merger taking effect. The pre-merger board of eight directors had one member from each of the local associations. The new nine member board is made up from three areas (defined in the bylaws) which include the northern third of Illinois geographically, the central third, and the southern third. The new Illinois FBFM directors include the following:

NORTH

Scott Diehl—4868 North Leaf River Road; Mount Morris, IL 61054

Greg Marshall—3897 East 22nd Road; Serena, IL 60549

Tom Schlatter—34634 East 600 North Road; Chatsworth, IL 60921

CENTRAL

Chris Hausman—948 County Road 100 North; Pesotum, IL 62347

Rick Kentner—26851 North 1850 East Road; Bismarck, IL 61814

Randy Sims—980 East 1700th Street; Liberty, IL 62347

SOUTH

Tom T. Connors—8258 Prairie Dell Road; Shipman, IL 62685

Kevin Maloney—11000 Maloney Road; Ridgway, IL 62979

Darin Weidner—3327 North Illinois 130; Olney, IL 62450

Please contact Dwight Raab, CEO, if you have questions or comments by phone at 217.333.5511 or via email at dwight.raab@fbfm.org.



KANSAS FARM MANAGEMENT ASSOCIATION

Building Strong Relationships...Producing Excellence

Our Vision: The Kansas Farm Management Association Program (KFMA), through its affiliation with K-State Research and Extension, will be the valued and trusted provider of integrated data management systems to apply critical thinking and strategic business planning for farm and ranch decision makers; and will be the premier source of farm-level economic data in the world.

STATE REPORT – KANSAS 2018 NAFBAS ANNUAL MEETING HARRISBURG, PENNSYLVANIA

The Kansas Farm Management Association (KFMA) program continues to work cooperatively with K-State Research and Extension (KSRE) to provide educational farm management programs in Kansas. This is accomplished through coordinating the leadership of KSRE together with that provided by locally elected boards directing each association. Since 1931, a primary goal of the KFMA program has been to assist each member in developing a sound farm accounting system so that a solid set of records are available for improved decision making. This allows each member to benchmark their records against other farms to identify strengths and weaknesses and provides them the opportunity to better understand their farm business.

Our program motto is “Building Strong Relationships...Producing Excellence” and we strive to accomplish this in our work with KFMA member farms throughout the year. Through the process of working cooperatively with KFMA members to develop and maintain accurate and detailed production and financial management information, a substantial data bank is available for research, extension and teaching in the Agricultural Economics Department at Kansas State University. Currently there are twenty-five KFMA Economist positions in our six associations around the state.

A key change during the past year has been moving our state office from a location on Hayes Drive in Manhattan, Kansas, to office space within the Agricultural Economics Department on the K-State Campus. This location allows all of those working at the state-level with KFMA to be closer to one another, as well as, providing greater opportunity for interaction with the other faculty in the ag econ department.

We continue to move forward with implementation of a changed administrative structure

PERSONNEL

After 38 years as a KFMA Economist with KFMA SE, and 40 years with K-State Research and Extension, James Huschka retired on December 30, 2017. Those joining KFMA in the last year include Devyn Huggans as an economist with KFMA SE in El Dorado, Ashley Sherman as an economist with KFMA NW in Colby and Anthony Ruiz as KFMA Professional Development Officer based out of Manhattan. With interviews having been completed last month in KFMA SE, we currently have no open positions in the KFMA program.

KFMA Economists are faculty members in the Department of Agricultural Economics at Kansas State University. Currently the economists serving in each association include the following:

Northwest – Mark Wood, Jordan Steele and Ashley Sherman

Southwest – Doug Stucky, Sandy Myers and Lindsay Bryant

North Central – Bob Kohman, David Rempe, Will Feldkamp, and Trenton Hargrave

South Central – Clay Simons, Bryan Manny, Camille Claassen, Jonie James and Aaron Meisenheimer

Northeast – Craig Althaus, Travis Heiman, Amy Boline and Chelsea Fullerton

Southeast – Ashley Poston, Scott Laird, Jordan Dye, Dillon Rapp, Devyn Huggans and Angela Bausch to start soon

2017 ANALYSIS SUMMARY

While the agriculture sector continues in a period of tight margins and cash flow constraints, the average net farm income for KFMA member farms increased to \$62,944 in 2017. This is an increase of just over \$16,000 from 2016. In 2016, net income had increased nearly \$40,000 over 2015 when KFMA farms saw the lowest net income they had recorded since 1985. There is much variability between farms – differences in production (from record yields to drought), differences in financial position and cost structure, differences in decision making and management of risk. While net income increased for the average farm, 31% of the farms had negative net income for the year.

The current financial position for KFMA farms had leveled off some in 2016, however, this measure again eroded in 2017. The current ratio decreased slightly from 2.15 to 2.10. This is the lowest current ratio since 2002, when it was at 2.01, and the ratio has been decreasing each year since reaching a high point of 3.39 in 2012. Working capital to value of farm production dropped from 55.86% to 50.68%, while the measure of working capital to operating expense plus interest expense dropped from 69.52% to 64.46%. These measures reflect the tightening cash position faced by most farms.

The net worth change for the average KFMA farm from the beginning to end of 2017 was an increase of \$35,016. Debt increased by \$15,051 per farm, with current debt *increasing* by 7.9% and non-current debt *decreasing* by 1.2%. The relationship between current and non-current debt seems to reflect a reduced amount of debt restructuring during the year. There was very little change in the modified cost debt to asset level, moving from 22.8% to 23.0% for the average farm during the year. This change is with land values not adjusted between the beginning and the end of the year. The effective interest rate (interest expense divided by average debt) paid by KFMA farms decreased each year from 2007-2014 and has increased slightly the last three years to 4.07%. If interest rates owed on debt were to increase by one percent, at current debt levels, it would result in a \$6,500 increase in interest expense for the average farm, which would result in a 10% decrease in net farm income.

Grain prices continued at sub-par levels for much of the year, however, there were opportunities of price rallies with some commodities. Some areas of the state saw above average yields, but overall value of production per acre decreased 3.4% from \$332.72 to \$321.44 per acre. Crop production input and machinery costs also decreased slightly in 2017. Crop production costs per acre were down 1.7% at \$243.16 and machinery costs per acre were down very slightly (0.3%) at \$85.43. KFMA members updated less machinery and equipment for the second year in a row. After reaching a peak in 2014, the machinery investment per crop acre has come down more than \$20 to \$244.74. The value of livestock produced increased 31% for the average farm in 2017 as livestock sources helped to contribute to a slightly stronger net income for the year. This was primarily a result of improved cow-calf incomes and positive cattle feeding returns (particularly in the early part of the year).

KFMA – Mission and Purpose

- To work as an efficient team of economists, serving on the management team for KFMA member farms, as a farm business management resource.
- To provide high quality and timely farm recordkeeping, financial analysis and tax management.
- To achieve the goal of improved farm and family decision making, resulting in increased farm profitability and sustainability.

KFMA – Core Values

Relationships
Integrity
Service
Excellence

KFMA – Program Motto

Building Strong Relationships...
Producing Excellence

MICHIGAN STATE UNIVERSITY

Michigan Telfarm Program State Report 2018 Annual NAFBAS Meeting Harrisburg, PA

The Telfarm Program is an educational service program designed to assist farmers with their farm financial records, decision making, and farm business analysis. Current Telfarm enrollments in 2017 were 278 farms. The Telfarm Program enrollment fee is \$635 annually for most of the cooperators. Some cooperators still prefer the handwritten ledgers and have a sliding enrollment fee that averages about \$1200 annually. All the cooperator's have monthly financial records are processed through the PcMars Farm Accounting software. The yearend farm business analyses are processed with the Finpack FinAn program.

Telfarm cooperators may attend a yearend checkin and tax planning meeting made available by their District Farm Management Educator. Cooperators are also encouraged to participate in a Farm Business Analysis meeting with the District Educator. Yearend tax preparation reports and support documents are produced by the Telfarm Center from their PcMars records.



College of Agriculture and Natural Resources

**Department of
Agricultural, Food
and Resource
Economics**

Telfarm Center
Agriculture Hall
446 W Circle Dr Room 414
East Lansing, MI 48824

517-355-4700
Fax: 517-432-9805
telfarm.canr.msu.edu

Structure and management

MSU Telfarm cooperators are supported by five District Farm Management Educators that oversee the program needs in their district with assistance from other District Livestock, Crop and Horticulture Educators.

The District Farm Management Educators are full-time Extension Educators and are supervised and supported by MSU-Extension. A significant portion of their time is expected to be involved with the Telfarm Program and the farm business analyses. The Telfarm Center is located on campus and is part of the Ag Food and Resource Economics Department with one fulltime and one half-time faculty support. It processes progress reports for cooperators from either handwritten ledgers or PcMars backup files and is on-call for questions and problem resolution. The Telfarm Center produces the tax prep support reports after the yearend. The Telfarm Center also processes and writes the Michigan Farm Summary Reports.

New Staff

The MSU Telfarm Program and MSU-Extension have had a very eventful year since the last June 2017 NAFBAS Meeting. At that time we were actively

looking to fill two vacant District Farm Management Educator positions, one the result of a retirement and one was a newly created position. Then during the late summer and fall two more District Educators working with the Telfarm Program announced their departure, one through retirement -- Dennis Stein, and Adam Kantrovich took a position at Clemson University. This left us with one experienced District Educator in the state, Roger Betz, working with the Telfarm Program. Thankfully, Dennis did not fully retire until after the yearend farm business analyses were completed.

Currently, Michigan has hired or has commitments from four new District Farm Management Educators. They will all be going through the early career growth and transition together in the coming years. These new Educators are: Jon LaPorte-Southwest area; Corey Clark-Thumb area; Florencia Colella-West Central; and Dan Ochs-North.

2017 Michigan Summary Reports

Michigan dairy farms are the only livestock "Type of Farm" with enough farms completing the farm business analysis to have a Michigan Summary Report available. The crop farms are grouped together as the other major type of farm for Michigan Summary Report.

Enterprise reports are available for corn, soybeans, wheat, and alfalfa hay for crops and dairy cows for livestock.

You may retrieve a copy of the Michigan Summaries at

<http://telfarm.canr.msu.edu> .

Prepared by:

John Jones,
Michigan NAFBAS State Leader

Minnesota's State Report to NAFBAS
NATIONAL FARM BUSINESS MANAGEMENT CONFERENCE
Harrisburg PA., June 10-14, 2018

Don Nitchie, UMN Extension Educator in Ag. Business Management, and
Field Staff for Southwest Minnesota Farm Business Management Association

The Farm Business Management programs in Minnesota are conducted under two separate structures. The largest is the Farm Business Management program through the Minnesota State Colleges and Universities. The staff of these programs are members of NFRBMEA, Inc. The other program is through the University of Minnesota Extension. The basic similarity of the two separate programs is their farm financial and business analysis. Both use the FINPACK software. The analysis procedures of the two farm management groups are coordinated to be in step with each other, so that the analysis information can merge into the data base FINBIN. FINBIN was created, and is supported by the Center for Farm Financial Management at the University of Minnesota.

This report is on the Southwest Minnesota Farm Business Management Association (SWMFBMA), a farm business management program of University of Minnesota Extension. SWMFBMA is served currently by one University field staff member, Don Nitchie who is a U of MN Extension Educator in Ag. Business Management. 60% of the financial support for this position comes from the Association and 40% from the University. The Association then contracts with three-four additional part-time individuals paying 100% of their costs, to provide services to all it's membership. This past year contractors were; Tonya Knorr who conducted all field staff functions; while Garen Paulson assisted on a PT basis doing analyses work for members and the Association. Garen also serves as the primary lead for analysis and benchmarking data coordination with the Center for Farm Financial Management at the University of Minnesota. A new additional field staff person, Allen Deutz, was contracted by the Association in August and has been in training this past year while finishing graduate school. An initial group of Clients will be transferred to Allen beginning this summer. Allen also farms and has some lending and other experiences.

The membership of the Association has been fairly stable over the past few years. Several farms organized as entities may have 2-3 members but, only one farm to analyze. Of the 123 members currently in the Association, the analysis of 104 farms were completed and included in our 2017 Report which can be found at; <http://www.cffm.umn.edu/> under the "publications" tab. Recruitment and retirements are on-going. New-membership enrollments about equaled retirements in 2016 but, there was a significant increase in enrollments at the end of 2017.

The farms included in the Association are typical of farms in SW Minnesota. The major crops grown are corn and soybeans. Other crops grown include alfalfa hay, small grains, and some canning crops. The major livestock enterprises are hogs and dairy, with some beef feeding and beef cow/calf programs. There are a significant number of contract hog finishing operations that supplement crop farming operations. As is the trend in the country, the livestock operations are becoming larger, but fewer. To maintain sufficient livestock numbers to publish comparisons, all Minnesota livestock data in FINBIN is now reported in the SW annual report.

Southwest Minnesota experienced near record crop yields in 2017 for the third year in a row. The average net farm income of the 104 farms included in the 2017 annual report of the Southwestern Minnesota Farm Business Management Association, decreased slightly from 2016. The average farm earned \$84,767 in 2017, down from \$88,717 in the previous year. The average farm earned a

rate of return on assets of 2%. The median net farm income of \$40,096, was much lower than the average. Incomes did vary widely around the averages. The average net farm income for the most profitable 20% of farms was \$351,021 and a negative \$74,828 for the least profitable 20% of farms. The losses on the low end were much less than recent years although they are still a concern. High crop yields and increased livestock income likely shielded some of the most vulnerable farms from larger losses.

SW Minnesota again enjoyed very good growing conditions for crops throughout 2017. Although some areas experienced planting and harvest challenges due to excess moisture. Corn yields averaged 204 bushels per acre and soybeans 55 bushels per acre, both lower than records in 2016. The cost to raise an acre of cash rented corn decreased by 4% with a 5% decline in cash rent per acre in 2017. The decline in expenditures per acre has been 15% since 2013 on Association Farms. Net return per acre on cash rented ground was an average of -\$61.33 for corn and -\$29.72 for soybeans.

Most hog producers in the Association are involved in weaning to finish enterprises. Many custom feed for others and some own their hogs. Many of the farms that own their own hogs are relatively large operations, with an average of about 35,000 head marketed per year. Including all Minnesota livestock data; those who finish feeder pigs for others showed a net return per pig space of \$10.15. Those owning their own wean to finish pigs had net returns after labor and management of \$3.59 per cwt of carcass sold for all Minnesota Farms. Average sales volume for the 28 farms reporting owned wean to finish hogs in the database across Minnesota in 2017 was 18,195 head.

Dairy Farms across Minnesota averaged net returns of \$168.47 per cow after labor and management. This was down substantially from 2016 but, weakened substantially in the last several months of 2017. Only a few of these dairies are in the SW association.

Beef finishing was less positive in 2017 compared to 2016 with a net return over labor and management of \$109.44 per head. This was largely driven by the cost of feeder cattle purchased relative to the sale price of slaughter cattle for each individual operation.

Recent additions to educational activities made available to association members continue and for the general public/Extension clientele. The trainings were delivered by U of M Ag. Business Management Educators and some of our PT contractors such as; "Survive and Thrive"-Farm Financial Statement trainings, PCMARS/financial record-keeping trainings and others. We are also now providing some additional services for a few members for extra fees such as; book-keeping (support staff) and quarterly management meetings.

The Board of Directors of the Association is committed to maintaining and growing the Association. Recruitment efforts have been successful in signing up a number of new early-career members as well as mid-career producers. Resources made available through the U.S.D.A./N.I.F.A. Bench-marking grants have been very helpful in the recruitment of new members and adding benchmarked farms. U of M Extension, the Association, and existing Fieldstaff are working together to make transitions in staffing as smooth and seamless as possible when they occur.

NEBRASKA STATE REPORT

NAFBAS 2018

Nebraska's analysis program continued to grow in 2017 and is already seeing new operations to include in 2018. We experienced significant staff turnover in 2017 of consultants, assistants and clerical which posed significant challenges but surprisingly, the workload was handled with additional growth of members timely. We have replaced some of the staff and with focused training this summer we hope to be back on the path to a stable staff in 2018.

PERSONNEL

There are now 4 full-time consultants on staff in Nebraska and 3 farm financial assistants. We have been working during the past 5 years to develop new consultants through our assistant program. The assistant program is our consultant training program where new staff works with experienced staff to develop skills, learn process and take some of the work off those experiences staff members. It also allows everyone an easier transition to decide if they are right for the job.

STAFF MEMBER

YEARS OF SERVICE

Tina Barrett	19 years
Anthony Barrett	16 years
Michelle Seifert	11 years
Clare Anderson	3 Years
Alex Medina	1 Year
Kylie Abbenhaus	1 Year
Bailee Peters	New

2017 ANALYSIS REPORT

We saw a second consecutive year with increased net farm income. Operations with more than 70% of their gross income from crops saw net income down 20% while those operations with a heavy beef influence saw significantly smaller losses. The smaller losses contributed to the increase in average net farm income. Yields in Nebraska were strong but several days of excessive wind in late October dropped corn yields 50-75 bushels per acre keeping average yields about the same as last year. As a result of the wind loss, some operations saw significant insurance premiums and/or free seed compensation for 2018 which significantly increased adjustments for prepaids/accounts receivable.

One number we have been watching closely in Nebraska is the amount of debt carried by each operation. In 2004, the average debt was about \$400,000 and in 2017, debt climbed over \$1.3 million. The average debt-to-asset ratio remains good at 29% but the increasing risk is concerning lenders who are wanting more detailed financial statements and more often. For the third year in a row, almost 1/3 of our operations came into 2018 with poor working capital to gross revenues. The cash flow crunch seems to be continuing with family living costs rising back to the highest level on records, matching 2012's spending.

There were 119 farms included in the averages in 2017 ranging in gross income, net income, age and types of farm. While a small sample, we feel we have a good representation of Nebraska's farms.

WISCONSIN REPORT FOR THE 2018 NAFBAS CONFERENCE

The majority of farms serviced by farm management associations in Wisconsin are dairy farms although the trend of small dairies selling their herd and either cash cropping with some selling feed to large dairies or renting their land to large dairies continues and may be accelerating . Net incomes on dairies in Wisconsin are about \$300-\$700/cow in 2017 as milk prices averaged about \$18.00/cwt up about \$1.50 from 2016. Cost of production increased in 2017 and averaged from \$16-17 per hundredweight up about 5% from 2016. Land prices and rental rates continue to be high due to the demand for feed and especially the demand for land to spread manure. Virtually all of the demand for land is coming from the farms themselves. This is causing tension in the farm communities as farms outbid neighbor farms for rent of the land or purchase of the land. We are seeing rents as high as \$275 to \$400 per acre and land prices from \$4,000 to as high as \$18,000 per acre. Land sales seemed to slow in 2017 but we have not seen decreases in prices or rental rates. Milk prices for 2018 have been quite low averaging in the \$13 to \$15 range. Big news in Wisconsin this spring was the 2018 blizzard on April 14-15 which dumped from 6 inches on the southern edge to areas that had 30-36 inches and 40 mile an hour winds with 60 gusts! It was the 2nd most snow ever in Green Bay for any month and obliterated April records! The biggest issue besides delayed planting was the collapse of the free stall barns from the snow weight. Some reports estimated 200-300 barns affected.

FARM MANAGEMENT ASSOCIATIONS:

Wisconsin has two area associations--Lakeshore Farm Management Association and Fox Valley Farm Management Association. Both associations are self sufficient with no State of Wisconsin or University of Wisconsin subsidies. Fees for member farmers are based on prior year gross incomes. Fees start at \$265.00 per year for small individual farms and range up to \$6,000.00 for large individual farms. Partnerships and Corporations are charged additional fees. Extra fees are charged for estate planning, bringing in the next generation, entity setup, QuickBooks and quarterly unemployment reports. Farm members are provided with a yearly farm analysis, on the farm consultations for business and tax planning, year end W-2 and 1099 processing and income tax preparation. Pro Series software is used for tax filing and QuickBooks for record keeping. Depreciation software used are Pro Series and Sage Software. Farm analysis software used is the Agricultural Financial Advisor. Our 1099 and W-2 software is Yearli by Greatland.

CONSULTANT STATUS:

Fox Valley staff:

Michael Harer – Manager
Lynn Kopitzke
Steve Verhasselt
Jessica Korb
Jared Gonnering

Lakeshore staff:

Joel Marquardt – Manager
Debra Lueloff
Renee Setzer
Keith Maney
Tabitha Weber
Dean Ziegler

MEMBERSHIP STATUS:

Both Associations have about 800 farm units.

WISCONSIN REPORT FOR THE 2018 NAFBAS CONFERENCE

Wisconsin is excited to host the 2019 convention on June 9th – 13th, 2019 at Blue Harbor Resort & Conference Center, 725 Blue Harbor Drive, Sheboygan, WI 53081. The resort is located on the beautiful shoreline of Lake Michigan. The website is <https://blueharborresort.com>. We are busy planning the conference from entertainment Sunday night, tours, evening entertainment and of course speakers for professional improvement. Mark your calendars now and plan to attend you know Wisconsin knows how to host a party!

Hope to see you in Harrisburg and we will have more information for you at the 2018 conference.



Missouri “Roll Call” Report – NFRBMEA 2018 Conference

Number of Instructors in Missouri

Currently, 18 adult agriculture instructors are housed in 17 local school districts across the state of Missouri. They include “full-time” to all ranges of “part-time” adult assignments. Adult instructors must hold a B.S. in Agriculture and meet Adult Certification Requirements.

Number of Students/Farms Served

Each local adult program serves an enrollment of 5 to 20 farms in our Farm Business Management Analysis program. This includes one-on-one farm visits, business management classes, and records and analysis using the FinPack program and RankEm for analysis, benchmarking and summary information. Cooperators and instructors use a variety of monthly accounting programs to compile data for taxes and year-end analysis, the most common being Pc Mars, Quicken, and Quickbooks.

Our instructors also coordinate and teach a variety of in-depth and topics adult agriculture classes for the local community with a typical enrollment of 30 to 100 producers. Each instructor advises and coordinates activities for a local chapter of the Missouri Young Farmers Association.

The Missouri State Record Summary for 2017 has records from 117 farms. This compares to 108 in the 2016 summary, and 132 in 2015. FINAN is the primary component of FinPack used in our programs. All of our instructors have received training in all FinPack components.

State Supervisor’s Name and Contact Information

Bruce Fowler
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University of Missouri
Columbia, Missouri 65211
Phone – (573) 882-7379
Fax – (573) 884-4444
e-mail – bfowler@missouri.edu
web page – adultaged.missouri.edu

Chairman, MVATA Adult Education Committee

Jenny Bradley, Adult Agriculture Instructor
North Shelby High School
3071 Highway 15
Shelbyville, MO 63469-2225
Phone – (573) 633-2525
e-mail jennym@nshelby.k12.mo.us

Accomplishments and Highlights from the last year

1. The quality of our farm analysis and benchmarking program continues to improve with good participation across the state with 117 records in this year’s summary. The consistent high quality of the state program is a direct result of the efforts of the instructors of Missouri, and the efforts of Mandy Aholt-Gayler, administrative assistant.
2. We have continued developing a “Producer Notebook” provided to each farm included in the state summary. These notebooks have become our primary benchmarking tool and are well-received by program participants. They provide a very systematic way of distributing and coordinating summary information with each farm’s analysis for efficient benchmarking and comparisons.

Challenges we are facing in the next year

1. Missouri’s state budget continues to make funding decisions difficult for both local schools and our state program. Our programs have received approximately the same funding for the past 20-30 years. We have received a slight budget increase this year, and anticipate a similar increase for the coming year.
2. Continued professional development of new and existing instructors to provide even better educational opportunities to our farmer-cooperators.

Goals/Opportunities for the coming year

1. Preserve a program of high integrity by doing exemplary work with local producers that provides the kind of recognition and respect needed to maintain and procure decision-makers’ support.
2. Grow our state summary to 150 farms and continue to increase the percentage of records with enterprise analysis.
3. Share program success with more segments of the agricultural community in Missouri, and expand awareness of availability of Missouri FINBIN data with Missouri producers and agribusinesses.
4. Look for opportunities to expand adult education and farm management education in both the high school setting as well as possible community college opportunities.
5. Develop partnerships with local and regional lenders to expand farm management education.

North Dakota State Report

NFRBMEA Roll Call of States

2018

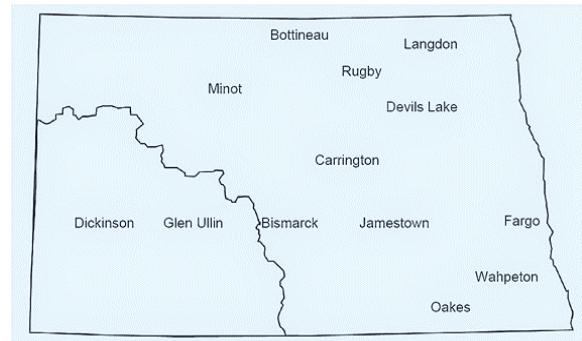
Programs: 13

Instructors: 16 plus 3 part-time mentors

Enrollment: 570 farms, 942 students

Sponsoring Agency: North Dakota Career & Technical Education

State Supervisor: Aaron Anderson, Bismarck;
aaronanderson@nd.gov



North Dakota Farm & Ranch Business Management Education has been experiencing a big transition for the last couple of years and that continued in 2017-18. Since last year three long-time instructors have retired, one was lost to an untimely death and two resigned to pursue other opportunities. Our three recent retirees have been able to take advantage of our mentoring program by working part-time to train and assist the new instructors.

Positives:

- North Dakota Farm Business Management continues to have strong support from the public school districts and two-year colleges that administer our programs. Good relationships with outside businesses and agencies have maintained our public standing.
- North Dakota Farmers Union has generously provided us with a multi-year mentoring grant to help us transition to new instructors.
- We are in the second year of an agreement with the North Dakota Department of Agriculture's Mediation Service to provide credit counseling.
- All of our instructor vacancies have been filled with qualified individuals.
- As a member of Team Ag Ed we are able to work with other levels of ag education to promote and support our programs through the FFA Star Partner program.

Challenges:

- Maintaining/increasing enrollment will be a focus for us. With so many changes in instructors we were down 80 farms in our state averages. Adequate enrollment is needed for the health of the individual programs and to maintain our viability in the eyes of the public and funding agencies.
- Providing adequate education and training to new instructors

- Adequate funding will remain a challenge for all programs. Our overall level of state funding has dropped requiring the local educational agencies to pick up a larger share or accessing funding from outside sources.
- Finding strong, qualified candidates for future instructor vacancies
- Adapting delivery of our programs to accommodate the rapidly changing technology on farms and ranches while maintaining the integrity and good-will built up in the past

New Instructors:

Kyle Olson – Bismarck (Bismarck State College)

Kara Wulfekuhle – Wahpeton (North Dakota State College of Science)

Kasey Holm – Oakes (North Dakota State College of Science)

Ron Egli – Glen Ullin (Glen Ullin Public Schools)

Darren Wilcox – Devils Lake (Lake Region State College)

Sheila Braaten – Rugby (Dakota College at Bottineau)

2018 NFRBMEA Roll Call of States
Oklahoma Response

Presently, the Oklahoma Agricultural Business Management Program consists of 15 programs and instructors. These programs are administered through the Oklahoma Career and Technology Education system. We have 3 instructor serving in their first year. The Oklahoma ABM program has 2 female instructors.

Each of the programs in Oklahoma will serve approximately 30 farm families.

The Oklahoma State budget has seen three years of drastic decline. This causes issues for all facets of education in our state.

Mr. Jack Staats serves as our State Director. Mr. Staats can be reached via the Oklahoma State Department of Career and Technical Education, Stillwater, Oklahoma, 1-800-522-5810.

The Oklahoma ABM Programs continue to work closely with the USDA, Farm Service Agency. All programs serve as credentialed borrower/training programs for the State of Oklahoma. This past year, the Oklahoma Agricultural Business Management Program has made a clear effort to collaborate more closely with the Oklahoma State University Extension Programs in the state.

Use this checklist to help you put together your report for the annual meeting:

1. Annual turnover rate: ____8__% ____1__# of vacancies
2. State - wide program experiencing ____decline in programs,
____X____holding own, ____expanding programs.
3. Identify the educational levels/occupations from which your annual replacement/expansion new teachers are coming from for the last five years:
____Immediately from the Community College.
____Immediately from College.
____X____ High School Agricultural Education experience.
____Agricultural Loan officer experience.

_____ County Extension Educator experience.

_____ Other (please list): _____

_____ Unknown.

Most glaring needs for education:

To improve technical skills to development and analyze current financial statements.

What are the individual state teacher certification requirements which apply to the profession? Teaching certificates are not required. An Ag-Econ degree is preferred, but not required.

Are the teachers expected to pursue a Master's Degree? No

What are the teaching certificate renewal requirements in the respective states? None

2018 NFRBMEA Roll Call of States

South Dakota CENTER for FARM/RANCH MANAGEMENT

MITCHELL TECHNICAL INSTITUE, Mitchell, SD

Currently three instructors serving the eastern and central portion of the state.

Format of the program:

1. Financial Foundations Course:
 - a. This course specifically meets the requirements for FSA Beginning Borrowers, but is certainly open to anyone. A general working knowledge of Ag financing, record keeping, farm management principles and risk management are covered in the course. This is now a 2-credit course vs. 4. Students are encouraged to enroll in FBM after completing this training. Many do but it may not be immediately. As their operation grows, it is a better fit for them. MTI will serve approximately 40 students in this program in 2018.
2. Farm Business Management Program: (featured program)
 - a. Beginning in Fall 2017, the curriculum consists of six courses over 6 semesters (3 years). This is now a 4 credit course vs 5. The changes were made to adhere to the HLC standards of producing graduates/completers of the program.
 - b. The 3 current instructors work individually with students most often directly on their farm or ranch operations. These operations will supply the bulk of the data for submission into the National Benchmarking Database. The students range in ages from 20's-60's. MTI has 60 students in FBM in 2018.
3. Advanced Technical Education/Special Courses: (new in 2017)
 - a. Upon completion of the 6 FBM courses, the graduate may enroll in a special course that is customized to topics they still seek further instruction on.
 - b. Consulting/Analysis preparation; students who have completed the traditional FBM curriculum, but can still benefit from the expertise of the FBM instructors, may now obtain the services of FBM for financial statements and/or analysis preparation, general recordkeeping assistance or any other specific needs their operation may require. This program will provide substantial data for the National Benchmarking Database as well and will most often be from long established and possibly larger farm/ranch operations that will also have longer-term trends and analyses.
 - c. MTI has 40 students/farming operations in this module as of 2018, likely to grow with more graduates of the traditional program.
4. Ag Finance Counseling:
 - a. Mitchell Tech is an approved provider of SD Department of Ag loan mediation counseling. If the continued operation of the farm/ranch operation is deemed feasible given possible restructuring, enrolling the operator in the FBM program is often recommended as a provision to implement in. This could also be a source of more data for submission to National Benchmarking Database. At this writing, 43 clients have utilized this service.

By Will Walter, F/RBM instructor and Dept. head



Roll Call of States Report

Wisconsin Farm Business & Production Management

NFRBMEA 2018 Conference

The Wisconsin Technical College System's Farm Business & Production Management (FBPM) programs provide instruction services/experiences for farmers in our representative districts. Not all districts have a program and over the last ten years, our instructor base has shrunk from nearly 30 to 17. We seem to have plateaued but have not had any districts add the program or instructors. There is one open position at this time and they (Chippewa Valley) are currently taking applications.

The FBPM instructors commit to meet at least 3 times each year for fall and spring meetings along with our summer professional development conference held in June of each year. The conference is the Wisconsin Association of Agricultural Educators (WAAE) annual conference and includes high school, technical college and university Ag. teachers. Each year this 4 day conference held at the end of June includes workshops, speakers, committee work and fun. The format is very similar to the National Farm Business Management conference but much more diverse in its offerings. The FBPM instructors have their own meeting room and usually end the conference with a farm tour.

The fall meeting rotates to different locations in the state and includes instruction for us from professionals in the area on timely topics. Again, we usually have business meetings and a tour of some kind during this 2 day meeting.

The spring meeting is usually devoted to compiling and correcting our analysis data and is held in a central location.

Our FBPM instructors offer instruction in agronomy, soils, animal production, nutrition, facilities & equipment, financial planning, record keeping and analysis and other more specific areas to meet the needs of the farmers in their districts. Instructors work with a range of 40 – 100 farmers and/or industry workers. Not all farmers take advantage of the farm financial analysis but there are more instructors providing this training and service than in previous years. Many do cash flow planning and balance sheet updates. Some of our instructors also have teaching responsibilities in the Ag. programs at their respective campus.

Our accomplishments this past year include having very good summer, fall and spring meetings that included great speakers and tours. We also had monthly conference calls that helped to keep everyone updated on a variety of topics and business. This year we should have over 100-farm analysis submitted to the FinBin database and we began to use the Finpack Vault with good success this year. We have also had a few of our members earn recognition at the annual conference.

Challenges for the FBPM program and instructors have not changed much in recent years. Funding, adapting to technology, scholarship opportunities for students, accommodating to niche farming areas and communicating.

Goals for the upcoming year include; 1. Provide good professional development opportunities and offer improved training for our new instructors. 2. Utilize technology better for monthly communication. 3. Grow the number of farms that we are submitting to the database to 160. 4. Work on more effective ways to

market our programs and tell our story. 5. Have more instructors become members of NFRBMEA. 6. Develop more scholarship funds for enrolling students.



Wisconsin FBPM Program Instructors

Blackhawk – .25

Chippewa Valley – 2

Fox Valley – 2.25

Indianhead – 2 (1 for 2018-2019)

Madison – 1

Mid-State – 1

Northeast – 3

Southwest – 3

Western – 3

Submitted by

Brad Sirianni, FBPM Instructor, Western Technical College

**National Farm Ranch Business Management Education
Association** 2018 National Farm Ranch Management Conference
June 10-14, 2018

Utah State Report

Submitted by: Jay Olsen, Snow College, Ephraim Utah
jay.olsen@snow.edu, 435-283-7335

Program: 5 FBM faculty at 3 community colleges:

- 1 Full-time Bridgerland Technical College (BTECH), Logan Utah
- 1 Full-time Uintah Basin Technical College (UBTECH), Roosevelt Utah
- 3 Part-Time faculty at Snow College, Ephraim Utah

Farm Businesses Served: 155 Utah farm and ranch businesses enrolled during 2017–2018 school year.

2017 Survey results of farms/ranches enrolled in Snow College's FBM indicate that farmers and ranchers realized \$13,000 increased economic gain from their participation in Farm Business Management.

Challenges:

- Increased work load for other college assignments, teaching, administration and grant work.
- Administrative support for the program at all our colleges must be maintained and strengthened.

Opportunities:

- Because we have impacted agriculture producers in the areas where FBM has a presence FBM programs have gained credibility and support.
- Building on this support, we would like to creatively find ways to offer FBM education in the un-served areas of Utah.

Successes:

- Successful grant work continues to strengthen Snow College's FBM program and provides support to UBTECH and BTECH Farm Business Management Program.
- Successful hiring of a Utah State University Ag. Business student to work as an intern and complete farm analysis.

Goals:

- Hire and place another USU Ag Student as an intern at BTECH.

I hope you can use this email for my report. I had considered coming this year to conference but the dates have not worked out for me. I continue as a private consultant and attorney so my days are not greatly different from when I was a FBPA instructor. I remember and appreciate my time with NFRBMEA and wish all a great conference.

I've just read what I wrote in 2013 and I really can't say that anything is much different concerning the state of FBM in Ohio. To repeat: In Ohio, Farm Business Planning & Analysis is dead and gone. There may be a teacher or two working part-time for a school but there is absolutely no state program or funding remaining. Individual vocational schools may opt to run the program on their own but they are totally dependent on their own local funding.

Several former instructors have participated with OSU Extension in producing an Ohio Finan Summary.

The demand for accounting with a farm background is huge but, this is not farm management. For many of my large northeast Ohio dairies the annual analysis is not meeting their needs. We are moving to monthly or, at a minimum, quarterly cost of production reviews. Cash flow budgeting and working capital, employment issues, and credit take up most of my time.

I'm sad to report that two of our long time instructors passed in the last year. Homer Brown on December 16, 2017 <http://www.legacy.com/obituaries/timesreporter/obituary.aspx?n=homer-squires-brown&pid=187561278&fhid=22457>

and Warren Reed on December 10, 2017

https://www.meaningfulfunerals.net/?action=obituaries.obit_view&CFID=fca0bdea-76f9-447f-a745-b5db19a25562&CFTOKEN=0&o_id=4461226&fh_id=14673 . Both of these men were greatly respected by their students and colleagues.

Tom Weygandt

Tweyg Consulting, Ltd.

330.465.8019

Roll Call of States Report; Minnesota

2018 NFRBMEA Conference

Farm Business Management (FBM) in Minnesota has just concluded its 66th year! Serving nearly 2700 farmers with over 2100 of these farms completing a whole farm analysis that became part of the FINBIN database. This represents a 3% increase over the previous year. Furthermore, we have added nine additional faculty in the last 24 months.

We have 66 FBM faculty throughout the state working with nearly 2700 farm businesses. Replacing retiring instructors continues to be a challenge, and thanks to new legislative money, we are also expected to add a few positions throughout the state. Recruiting and retaining new instructors will be a top challenge moving forward.

In 2014, the Minnesota Department of Agriculture established an FBM beginning farmer scholarship program. For FY 2018 (July to June), the total was \$450,000 and the pool of funds was gone by February 1. This is a very popular program with beginning farmers. FBM students that have been actively farming for ten years or less and have completed less than 40 credits of FBM coursework are eligible for the scholarship to cover 50% of their FBM tuition and fees for the year.

Another new program from our state legislature is the Beginning Farmer Tax Credit. This provides a tax credit for beginning farmers to help pay for the FBM tuition. It also provides a tax credit for asset owners who sell or lease to beginning farmers. There is \$5 million allocated for tax credits for calendar year 2018, and applications are due November 1. This has been a great recruiting tool for beginning farmers to enroll in our program, and start their farming career with an improved understanding of farm business management.

We currently have 1 rural mental health specialist in Minnesota, Ted Mathews, and the legislature is likely to approve funds for another specialist. This year we partnered with the Minnesota Department of Ag and many other ag organizations to host “Down on the Farm: Supporting Farmers in Stressful Times.” We held meetings at 6 locations in MN, with two 3 hours sessions per location. Many locations reached registration limits, and the information was well received with over 450 ag professionals in attendance.

The Professional Excellence Program (PEP) continues supporting beginning instructors in their first 3 years of teaching. This year we were fortunate to have instructors from SD and ND join a training session. The group meets 4 times per year, twice at our state conferences and twice on our own as new instructors. Ron Dvergsten has served as the PEP coordinator, and this year he was assisted by Betsy Jensen. This past year there were 16 participants in this program.

This year the University of Minnesota Extension Service started Farm Financial Counseling. Most of the counselors are retired FBM instructors, and this counseling service is short term, meeting for just a few hours, or perhaps day or two per farm. This is not intended to replace the long term educational opportunity provided by FBM instructors.

Working the MAELC, the Minnesota Ag Education Leadership Council, we created a 2025 AFNR (Ag, Food, Natural Resources) Blueprint. The blueprint dealt with 5 areas; agricultural literacy, school-based

AFNR education, post-secondary AFNR education, teacher preparation in agricultural education, and farm business management.

For Farm Business Management, we developed four goals.

1. Support: The FBM program is highly valued throughout the state and supported both administratively and financially.
2. Numbers: FBM attracts and maintains adequate numbers and types of farmers to sustain programs that meet the needs of current and future farmers.
3. Numbers: There are adequate numbers of highly qualified instructors who teach and stay in the profession.
4. Instruction: Content and methods of instruction meet the current and future needs of farmers and stakeholders.

The entire blueprint, including strategies for achieving these goals, can be found at <http://mn.gov/maelc/initiatives.html>

In conjunction with Farm Service Agency and Minnesota Department of Agriculture, we hosted eight regional meetings titled under “Lender Support”. To discuss options and partnerships to support farmers in financial distress. Over 300 lenders attended these day long programs along with our FBM faculty. A portion of the program was dedicated to what Farm Business Management is and how we can assist lenders and farmers to find solutions or even next steps.

MN FBM wrote and received a grant to offer special programming in farm transition. This grant had two areas of work. First, we offered two weekend retreats for families to attend where the program was present and discuss/plan for impending transition. Furthermore, each family will participate in at least two follow-up work sessions to get a transition plan in place and functioning. There are 23 families participating in this project. The other area of work is in professional development of our faculty. We have 12 of our faculty who will be completing the advanced phase of the International Farm Transition Network training (completed phase one earlier).

Our state curriculum continues to be adopted to online format to allow faculty and students more flexibility in delivery. We have a group of faculty working on this conversion as well as prepare tools to assist early career faculty.

Finally, we are investigating the possibilities of taking the online curriculum and adding virtual education components to the delivery model that will allow even more flexibility in delivery, particularly in areas where distance is a factor, Virtual delivery can hopefully bridge the gap of relationship building and trust where travel is to a student’s place of business is prohibitive.

Minnesota no longer has teacher licensing in the Minnesota State post-secondary faculty positions. We have a credentialing model that established minimum qualifications for each teaching discipline. Below are the current minimum qualifications for FBM in the Minnesota State system:

Minimum Qualifications:

Education Requirement

- Bachelor’s degree in agriculture, agriculture education, business, finance, economics or accounting.

Occupational Experience Requirement

- Four full-time (or equivalent) years of verified related paid work experience in agricultural operations, agricultural finance, or agribusiness.

Recency Requirement

- One year of this work experience shall be within the five years immediately preceding the date of application for the credential field. The recency requirement shall be waived if the individual has two years of successful full-time (or equivalent) postsecondary teaching experience in the credential field within the last five years.

Teaching and Learning Competency Requirement

- course construction (credit course)*
- teaching/instructional methods (credit course)*
- student outcomes assessment/evaluation (credit course)*
- philosophy of community and technical college education (credit or non-credit course)**
- Faculty shall have a degree in education or three years of successful full-time (or equivalent) teaching experience prior to being hired, or shall be required to complete coursework in the above content areas (or their equivalent) prior to being granted unlimited status.

Prepared by,

Betsy Jensen,

Northland Community and Technical College FBM Instructor

2018 National Farm Business Management Conference

Press Release

“Energizing Agriculture Through Diversity” was the theme of the 2018 National Farm Management Conference held in Harrisburg, PA June 10-14. The event was the 13th joint conference between the National Association of Farm Business Analysis Specialists and the National Farm and Ranch Business Management Education Association, Inc.

<Insert name and institution/agency here> attended the conference whose combined membership totals 400, who in turn work with 40,000 farm families across the United States. <Insert a couple of sentences identifying yourself and what you do>. <Insert your name> said, “The conference was excellent as it included keynote addresses from Mr. Russell Redding, Pennsylvania Secretary of Agriculture and Mr. John Block, Past U.S. Secretary of Agriculture. Tax law update was provided by Dario Arezzo, Farm Credit East and a business succession planning session featured John Berry, Penn State”. <Or some other quote.>

Educational general sessions and in-depth breakout sessions with university, industry and producers, helped conference participants better understand the unique agriculture industry in Pennsylvania. Tours to McLeaf’s Orchard, Round Barn Orchard, Kreider and Brubaker dairy farms, Harley Davidson and the YorKitchen Incubator further enhanced the conference experience.

*Notes for enhancements to the Press Release:

- Add a quote, if possible. It adds personalization and value to the experience.
- One good close-up picture of the participant on a tour or engaged in conversation with one of the speakers will draw readers to the article. Find these on the conference webpage: <http://www.nfbm-conference.org/2018/> or the Twitter feed: #2018NFBM

National Farm Business Conference 2019

Host city – Sheboygan, WI

Date – June 9 – 13, 2019

Hotel – Blue Harbor Resort – directly on LAKE MICHIGAN

\$135.00 / night & includes waterpark passes – variety of room options

<https://blueharborresort.com/>

<https://blueharborresort.com/galleries/video/>

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