

# Resources for Beginning Farmers:



*Building a  
Sustainable  
Future*

by  
**Beth Nelson,  
Caitrin Mullan,  
Jill O'Neill, and  
Debra Elias Morse**



## **Acknowledgments**

### **Authors**

Beth Nelson, Minnesota Institute for Sustainable Agriculture  
Caitrin Mullan, former Minnesota Institute for Sustainable Agriculture Student Intern  
Jill O'Neill, former Land Stewardship Project Farm Beginnings™ Coordinator  
Debra Elias Morse, Agricultural Consultant

### **Project Team Members**

Amy Bacigalupo, Farm Beginnings™ Program Organizer  
Roger and Michelle Benrud, Dairy and Beef Farmers  
Dan French, Dairy Farmer  
Carmen Fernholz, Organic Crop and Livestock Farmer  
Joe Molitor, Dairy Farmer  
Jan O'Donnell, Diversified Livestock Farmer  
Dennis Rabe, Pork and Beef Farmer  
Greg Reynolds, Vegetable Farmer  
Peter Scheffert, Farm Business Management  
Chuck Schwartau, Regional Extension Educator, Rochester, MN  
Dave Serfling, Diversified Livestock Farmer  
Karen Stettler, Farm Beginnings™ Program Organizer  
Ken Virnig, former Minnesota Institute for Sustainable Agriculture Student Intern

### **Series Editor**

Beth Nelson, Minnesota Institute for Sustainable Agriculture

### **Design and Layout**

Jim Kiehne

### **Reviewers**

Roger Benrud, Farmer  
John Bowe, Farmer  
John Hanson, Farmer  
Mary Hanks, Energy & Sustainable Agriculture Program, Minnesota Department of Agriculture  
Jane Jewett, Farmer and Minnesota Institute for Sustainable Agriculture  
Dan O'Callaghan, Farmer  
Robert Olson, Regional Extension Educator, Andover, MN  
Jerrold Tesmer, Extension Educator, Fillmore County

Funding for this project approved by the Minnesota Legislature, 1995 Minnesota Laws, Ch. 220 Sec. 7, Subd. 2.

This project was developed jointly by the Minnesota Institute for Sustainable Agriculture and the Land Stewardship Project, in cooperation with the Energy and Sustainable Agriculture Program of the Minnesota Department of Agriculture.

Copyright © 2004, Regents of the University of Minnesota. All rights reserved.

In accordance with the Americans with Disabilities Act, this material is available in alternative formats upon request.

Printed on recycled paper with minimum 10% postconsumer waste.

# Preface

*This listing of resources for beginning farmers started as a list of the resources on the bookshelf in the Farm Beginnings™ classroom. Through project team and reviewer suggestions, the list grew to contain a wealth of information available to anyone willing to entertain the idea of earning a living by sustainably producing food and fiber. Much information is now available electronically, and we have included websites and email addresses wherever possible. Because websites change frequently, we have also included other contact information. These resources will be updated annually, and available on the MISA website, [www.misa.umn.edu](http://www.misa.umn.edu).*

## **More About Farm Beginnings™**

*Farm Beginnings™ is an educational training and support program designed to help people evaluate and plan a farm enterprise. It was initiated by the Land Stewardship Project at the request of a group of southeast Minnesota farmers (the Wabasha County “Give a Damns”) who were concerned about where the next generation of farmers would be coming from, and how they would be farming. What resulted was a program that combines classroom time to get information about sustainable farming practices, farm visits to see practices in action, and mentorship opportunities to learn and network one-on-one with successful innovative farmers.*

*In an era where the first question you’re asked if you want to get into farming is “WHY?” the success rate of Farm Beginnings™ graduates is impressive. During the first seven years, 185 people have completed the Farm Beginnings™ course, and over 60 percent of those graduates are farming. A revolving, long-term, no-interest livestock loan program established by LSP and Heifer Project International has helped 12 Farm Beginnings™ graduates get started. For more information about the Farm Beginnings™ program, see page 42 of this resource guide.*





# Table of Contents

<b>Introduction .....</b>	<b>4</b>
<b>Farm Vision and Goal Setting .....</b>	<b>7</b>
<b>Business Planning, Management and Marketing....</b>	<b>13</b>
<b>Farming Knowledge and Production Experience ...</b>	<b>25</b>
<b>Access to Financing and Means of Production .....</b>	<b>47</b>
<b>The Transition into Farming .....</b>	<b>55</b>

# Introduction

People enter into farming for many reasons. You may have a desire to work independently, to have a closer connection to the land, to work outdoors, to produce a tangible product, or to raise a family as part of a family farm enterprise. Whatever your reasons, careful planning will increase your chances of starting or maintaining the type of farm you want to operate—one that is profitable and reflects your values and priorities.

Beginning and maintaining a successful farming operation can be overwhelming tasks. There are numerous considerations and decisions to make, and each one is unique to an individual's circumstances. For example, you may want to start your own operation after having worked on a farm for many years but lack access to land and other types of start-up capital required for farming. Perhaps you inherited land but don't have any farming experience. Maybe you lack farming experience or the capital required to start up the operation, but have experience owning and managing your own business.

Regardless of your situation, starting a farming business requires thorough planning and long-term commitment. The goal of this publication is to make it easier to get started in farming by providing a planning guide and identifying the many resources available to beginning farmers. This guide is designed for anyone interested in farming sustainably in Minnesota, regardless of your background or situation. A diverse team of beginning and established farmers, as well as other agricultural specialists, collaborated to produce this publication.

Each of the five main issues addressed in this publication follows a set format: questions are posed for you to consider, the issue is discussed, and then relevant resources to help you address the issue for your individual situation are listed. The resources include publications, organizations, and educational opportunities. Many of the publications are available at your

local library, larger bookstores, or on-line through sites like Amazon.com. In addition, the Minnesota Institute for Sustainable Agriculture, the Land Stewardship Project, the Minnesota Department of Agriculture Energy and Sustainable Agriculture Program, and your local Extension office often have materials and resources available on loan (see “Other Resources”). Website contacts for many of the resources are included for your convenience, but bear in mind that websites change frequently. Many of the on-line information sources mentioned in this guide (pdf files) require the Adobe Reader™ program.\*

Consider starting a notebook for the planning process and use it frequently as you read this guide and other resources relevant to starting your farming operation. Thoughts and ideas often become clearer once they are written down. Keeping a notebook will not only help you to make connections between your ideas; it will also allow you to track and evaluate your progress as you plan. Planning is an on-going process that requires continuous modification. We hope that this resource guide will help you in that process, and start you on the path to creating a successful and fulfilling farm operation.

---

\* You can download this program to your personal computer free of charge. Go to the website at <http://www.adobe.com/products/acrobat/readstep2.html> and follow the directions for downloading. You will need to know your computer operating system (platform) and whether you have a dial-up or broadband connection.

**Mentor farmer Bonnie  
Haugen with Farm  
Beginnings™ student  
David Pieper on the  
Haugen farm in Canton,  
Minnesota.**



# Farm Vision and Goal Setting

People make decisions that affect their future every day. Most of us typically react to events as they arise, changing our course of action to cope with the present crisis and survive. Yet this approach can be unsatisfying, and, in the long run, not get you where you want to go. Thinking about your goal enables you to make decisions based on reaching that goal.

Defining your vision and goals is the first step in planning a farm business. This helps you to be proactive rather than reactive and to monitor your progress toward your goals. First, envision what you want your future to look like. How do you intend to operate or behave on a daily basis as you pursue your vision? What values will drive your decision-making? You may find it helpful to read books about others' philosophies of farming, or of their relationships to the land. Many people who have made intentional decisions to pursue farming tell us that reading about someone else's experience helped them "crystallize their thinking" and create their own personal vision.

The next step is to translate your vision into a series of definable and attainable goals. Goals help establish where you are going, how to proceed, and when you will arrive. They are benchmarks that help you monitor your progress. It can be useful to post your written goals where you can see them often. Regularly look at your goals and match them up against your daily activities.

Finally, think about what strategies will help you achieve success. Developing strategies, setting priorities, and identifying specific tasks will help you reach your goals. What specific tasks must be done, and when, in order to reach your goals or vision?

Identifying your vision, goals, and strategies and writing them down will help you formalize what you have probably thought about many times but never put together as part of a clear, organized plan. Doing so will help guide you on your exploration of the other issues presented in this publication, and help you maintain your focus once you get started.

# Publications

## Identifying Goals and Values

**The Cornerstones Model: Value-Based Planning and Management**, Jerry Aaker and Jennifer Shumaker, 1996, Heifer Project International, 155 pages.

This publication presents a holistic approach to participatory planning and management. It contains many worksheets and a lot of discussion. Available from Technical Information Services • Heifer Project International • 1015 Louisiana Street • Little Rock, AR 72202 • phone: (800) 422-0474 • fax: (501) 376-8906 • e-mail: info@heifer.org • website: www.heifer.org

**Farmers for the Future**, Dan Looker, 1995, Iowa State University Press, 198 pages.

This book explains programs available to entry level farmers. It emphasizes economic and political issues, and offers stories of people who have successfully entered farming in these difficult times. Available from Iowa State University Press • 2121 South State Avenue • Ames, IA 50014 • phone: (800) 862-6657 • fax: (515) 292-3348 • e-mail: aross@isupress.edu • website: www.isupress.edu

**Holistic Management: A New Framework for Decision Making**, Allan Savory with Jody Butterfield, 1998 (second edition), Island Press, 550 pages.

This is one of the most comprehensive texts on holistic goal setting, planning, and decision-making. Available from the Allan Savory Center for Holistic Management • 1010 Tijeras NW • Albuquerque, NM 87102 • phone: (505) 842-5252 • fax: (505) 843-7900 • e-mail: center@holisticmanagement.org • website: www.holisticmanagement.org

**How to Establish Goals: A Group Project for Farmers and their Families**, John Lamb, 1998, The Minnesota Project, 14 pages.

This is a hands-on workbook that explains the importance of setting goals and lays out a process for setting them. The workbook will

help you create goals that will guide and motivate you to produce a successful whole farm plan for your farm. Available from The Minnesota Project • 1885 University Avenue West, Suite 315 • St. Paul, MN 55104 • phone: (651) 645-6159 • fax: (651) 645-1262 • e-mail: mnproject@mnproject.org • or see the full text on-line at: www.mnproject.org/pdf/wfpbook2.PDF

**I Could Do Anything if I Only Knew What It Was: How to Discover What You Really Want and How to Get It**, Barbara Sher and Barbara Smith, 1995, Dell Publishing Company, Inc., 336 pages.

This book deals with finding renewed direction in life, refocusing on and recapturing lost goals, and overcoming roadblocks that inhibit success. Available from bookstores, or check your local library.

**Whole Farm Planner**, The Minnesota Project, published several times annually.

This informative newsletter includes articles about local farm planning projects, technical information, comments on policy issues, and



John Kaiser, a Farm Beginnings™ livestock loan recipient (left), with Loel Gordon, a retired farm business management instructor and livestock loan committee member.

stories about individual farmers and their planning experiences. Available from The Minnesota Project • 1885 University Avenue West, Suite 315 • St. Paul, MN 55104  
• phone: (612) 645-6159  
• fax: (651) 645-1262  
• e-mail: mnproject@mnpj.org • or see the full text on-line at: [www.mnproject.org/wfp/index\\_page0002.htm](http://www.mnproject.org/wfp/index_page0002.htm)

**Whole Farm Planning: Combining Family, Profit, and Environment**, Dave Mulla, Les Everett, and Gigi DiGiacomo, 1998, Minnesota Institute for Sustainable Agriculture and the University of Minnesota Extension Service, publication no. BU-06985-GO, 30 pages.

This publication provides a definition of whole farm planning and outlines the four steps in whole farm planning and how to do them. It also describes whole farm planning tools, where to find them, and how they differ from regular farm planning tools. Available from the

University of Minnesota Extension Service Distribution Center • University of Minnesota • 405 Coffey Hall • 1420 Eckles Ave. • St. Paul, MN 55108 • phone: (612) 624-4900 or (800) 876-8636 • fax: (612) 625-6281 • e-mail: [order@extension.umn.edu](mailto:order@extension.umn.edu) • or see the full text on-line at: [www.extension.umn.edu/distribution/businessmanagement/DF6985.html](http://www.extension.umn.edu/distribution/businessmanagement/DF6985.html)

**Wishcraft: How to Get What You Really Want**, Barbara Sher and Annie Gottlieb, 1983 (reissue), Random House, Inc., 278 pages.

This is a practical, effective, and fresh approach to strategy planning and development. It covers many topics, including discovering strengths and skills, turning fears and negative feelings into positive tools, diagramming paths to reach goals, and setting and meeting target dates. Available from bookstores, or check your local library.

## Books to Inspire Your Vision

**The Contrary Farmer**, Gene Logsdon; Chelsea Green (editor), 1995, Chelsea Green Publishing Company, 237 pages.

Part philosophy and part practical advice, this book is geared toward the small and part-time farmers. It advocates development of the "cottage industry" in agriculture and other rural endeavors. It also includes a memorable parable on the "bigger is better" theory of economics. Available from Chelsea Green Publishing  
• c/o Resolution, Inc. • P.O. Box 2284 • South Burlington, VT 05407 • phone: (800) 639-4099  
• fax: (802) 295-6444  
• website: [www.chelseagreen.com](http://www.chelseagreen.com)

**Deep Ecology for the Twenty-First Century**, George Sessions (editor), 1994, Shambhala Publications, Inc., 448 pages.

This is an extensive anthology containing almost 50 articles by prominent writers and thinkers in the field. It offers a broad range of perspectives on the environmentalist movement, humans' relationship with nature, and deep ecology's history and implications. Available from Shambhala Publications, Inc.  
• P.O. Box 308 • Boston, MA 02117  
• phone: (617) 424-0030 • fax: (617) 236-1563  
• e-mail: [editors@shambhala.com](mailto:editors@shambhala.com)  
• website: [www.shambhala.com](http://www.shambhala.com)

**Epitaph for a Peach: Four Seasons on My Family Farm**, David Mas Masumoto, 1996, Harper San Francisco, 233 pages.

This is a memoir of an organic peach grower in the San Joaquin Valley. It deals with saving a peach (Sun Crest variety), saving a farm, saving a family, and saving a way of life. It is described as a story about finding "home." Available from bookstores, or check your local library.

**First Person Rural: Essays of a Sometime Farmer**, Noel Perrin, 1990, Godine, David R., 124 pages.

This book describes Perrin's transition from city life (New York) to rural life (a Vermont farm). Originally published in 1978, it may be difficult to find. He also wrote *Second Person Rural* (1980) and *Third Person Rural* (1985). All titles available from David R. Godine, Publisher • 9 Hamilton Place • Boston, MA 02108-4715 • phone: (617) 451-9600  
• fax: (617) 350-0250 • e-mail: [info@godine.com](mailto:info@godine.com)  
• website: [www.godine.com](http://www.godine.com)

**Future Harvest: Pesticide Free Farming,**  
Jim Bender, 1994, University of Nebraska  
Press, 159 pages.

The book describes the author's experience in making the transition to a farming system that uses no commercial fertilizers or pesticides. It includes some philosophical discussion of alternative or sustainable agriculture, as well as practical advice on farming without chemicals. Available from University of Nebraska Press • 233 N 8th St • Lincoln, NE 68588-0255

- phone: 402-472-3584
- e-mail: [pressmail@unl.edu](mailto:pressmail@unl.edu)
- website: [www.nebraskapress.unl.edu](http://www.nebraskapress.unl.edu)

**A Garlic Testament: Seasons on a Small New Mexico Farm,** Stanley Crawford, 1998, University of New Mexico Press, 256 pages.

This is a memoir of Crawford's work as a farmer in northern New Mexico. It is an excellent resource, relating the author's experience in garlic, small-scale farming, and direct marketing. The writer gives his philosophical perspectives on life, family values, farming, and the relationship between the farm and the community. Available from bookstores, or check your local library.

**The Good Life: Helen and Scott Nearing's Sixty Years of Self-Sufficient Living,** Helen and Scott Nearing, 1990, Schocken Books, Inc., 448 pages.

This is a one-volume edition of *Living the Good Life* and *Continuing the Good Life*. It describes Nearings' lifetime experiment at establishing and sustaining an alternative lifestyle to avoid the waste, materialism, and corporate climate of mainstream society. The Nearings abandoned the city for rural life in 1932. Available from bookstores, or check your local library.

**On Good Land: The Autobiography of an Urban Farm,** Michael Ableman, 1998, Chronicle Books, 144 pages.

This is a narrative covering the 15 years Ableman spent developing Fairview Gardens, a 12.5-acre organic garden in the midst of tract homes, strip malls, and other suburban conveniences. It chronicles his experience learning

how to operate an organic farm, countering community opposition, and ultimately gaining widespread support. This is practical reading for anyone seeking to save farmland from suburban sprawl. It includes 50 color photographs. Available from Chronicle Books

- 85 Second Street • San Francisco, CA 94105
- phone: (415) 537-3730 • fax: (415) 537-4460
- e-mail: [frontdesk@chroniclebooks.com](mailto:frontdesk@chroniclebooks.com)
- website: [www.chroniclebooks.com](http://www.chroniclebooks.com)

**Permaculture: A Designer's Manual,** Bill Mollison; Andrew Jeeves (illustrator); Reny Mia Slay (editor), 1997 (reprint), Tagari Publications, 576 pages.

This book is a comprehensive treatment of permaculture covering its philosophy and applications to land-use design, systems analysis, climatic factors, patterns in nature, legal strategies and trusts, money and finance, plus much more. There are 129 color photographs and many illustrations throughout. It includes bibliographical references. Available from bookstores, or check your local library.

**Pigs, Profits, and Rural Communities,** Kendall M. Thu and E. Paul Durrenberger (editors), 1998, State University of New York Press, 208 pages.

This book focuses on swine production to illuminate the processes of agricultural industrialization and its consequences for the social, economic, human, environmental, and political health of the rural United States. It includes diverse perspectives from politicians, farmers, anthropologists, economists, a medical psychologist, a biological ecologist, and a veterinarian. Available from bookstores or check your local library.

**Renewing the Countryside—Minnesota,** Jan Joannides, Sara Bergan, Mark Ritchie, Beth Waterhouse, and Okechukwu Ukaga (editors), 2001, Institute for Agriculture and Trade Policy and the Great Plains Institute for Sustainable Development, 160 pages.

*Renewing the Countryside* features stories and photos of forty-three individuals, families, and communities in Minnesota who are putting their landscapes to work. These people are

generating wealth in their communities by generating personal income, improving their quality of life, and enhancing the state's natural and cultural resources. Available from the Institute for Agriculture and Trade Policy • 2105 1st Avenue South • Minneapolis, MN 55404

- phone: (612) 870-3400 • fax: (612) 870-4846
- email: rtc@iatp.org
- website: [www.mncountryside.org](http://www.mncountryside.org)

**Sustainable Management Practices for the 21st Century**, Carmen Fernholz, 1995, A-Frame Press, 122 pages.

This is a primer on how to get started down the road to less dependency on purchased inputs. It contains additional ideas about alternative weed and soil nutrient management practices. Available from Carmen Fernholz

- Route 2, Box 9A • Madison, MN 56256
- phone: (320) 598-3010
- e-mail: fernholz@frontiernet.net.

**This Organic Life. Confessions of a Suburban Homesteader**, Joan Dye Gussow, 2001, Chelsea Green Publishing, 273 pages.

In this combination memoir and gardening manual, nutritionist Joan Gussow discusses the joys and challenges of growing organic produce in her own New York garden. Available from Chelsea Green Publishing • c/o Resolution, Inc. • P.O. Box 2284 • South Burlington, VT 05407 • phone: (800) 639-4099

- fax: (802) 295-6444
- website: [www.chelseagreen.com](http://www.chelseagreen.com)

**The Unsettling of America: Culture and Agriculture**, Wendell Berry, 1996, Sierra Club Books, 256 pages.

This book is a classic testament to the value of the family farm dealing with Americans' divorce from the land and its consequences. It covers modern agriculture's relationship to American culture—health, economy, personal relationships, morals, and spiritual values. Available from bookstores, or check your local library.



**Willard Cochrane and the American Family Farm**, Richard Levins, 2000, University of Nebraska Press, 96 pages.

This is an account of the intellectual development of Willard Cochrane, an agricultural economist and a self-professed "unreformed liberal" who has fought to save the family farm in the face of globalization, high technology, and corporate control of the food supply. It brings to life the true spirit of farming. Available from the University of Nebraska Press • 233 N 8th Street • Lincoln, NE 68588-0255 • phone: (402) 472-3584 • e-mail: [pressmail@unl.edu](mailto:pressmail@unl.edu)

- website: [www.nebraskapress.unl.edu](http://www.nebraskapress.unl.edu)

**The 2002 Farm Beginnings™ class on the Zephyr farm in Rushford, Minnesota.**

# Educational Opportunities

## Allan Savory Center for Holistic Management

The Center offers courses in Holistic Management and helps communities and families practice goal-based planning and decision making. It is a nonprofit organization working to restore the vitality of communities and the natural resources on which they depend.

Nationally, for more information contact the Center for Holistic Management • 1010 Tijeras NW • Albuquerque, NM 87102

- phone: (505) 842-5252 • fax: (505) 843-7900
  - e-mail: [center@holisticmanagement.org](mailto:center@holisticmanagement.org)
  - website: [www.holisticmanagement.org](http://www.holisticmanagement.org)
- Or in Minnesota, contact Land Stewardship Project • 103 W. Nichols • Montevideo, MN 56265 • phone: (320) 269-2105 • fax (320) 269-2190

## Small Farm Program: U.S. Department of Agriculture Cooperative State, Research, Education, and Extension Service

The Small Farm Program at the Cooperative State Research, Education, and Extension Service (CSREES), an agency of the U.S. Department of Agriculture (USDA), is dedicated to addressing the needs of those involved in small-scale farming. The CSREES Small Farm Program's mission is to improve the income levels and the economic viability of the small farm enterprises through partnerships with the Land Grant System, public and private sectors by encouraging research, extension, and education programs to meet the specific needs of small farmers. They provide a number of useful publications to those planning for, or already engaged in, a small farm operation. The website includes numerous links to other related sites as well. For more information contact the Small Farm Program • U.S. Department of Agriculture • Cooperative State, Research, Education, and Extension Service

- Stop 2215 • Washington, DC 20250-2215
- phone: (800) 583-3071
- e-mail: [smallfarm@reeusda.gov](mailto:smallfarm@reeusda.gov)
- website: [www.reeusda.gov/smallfarm](http://www.reeusda.gov/smallfarm)

# Business Planning, Management and Marketing

Farming is more than a lifestyle. It is a business. A business plan can help ensure that your farm business is profitable. It should include your overall farm vision and goals and lay out your plans for managing the marketing, financial, human resources, and operational aspects of your farm.

One of the first steps in developing a farm business plan is to determine what enterprises interest you. For each enterprise you explore, you should roughly calculate the associated start-up costs, production expenses, income, and labor requirements throughout the year. Frequently, farm businesses have one main enterprise and one or several smaller, complementary enterprises. If you plan to have more than one enterprise, be sure to consider how the enterprises offset each other in terms of labor requirements and income/expense flow.

Entrepreneur and farmer Joel Salatin recommends the following criteria for identifying and choosing farm enterprises: Start-up enterprises should have (1) low initial start-up costs relative to their ability to generate income; (2) high gross profit margins; (3) low maintenance requirements; (4) high demand with low supply in the current marketplace; and (5) relatively size-neutral profit potential.

Marketing is a crucial issue. Locating a market and receiving a profitable price for farm products are often more challenging than producing the product itself. Farmers are increasingly beginning to look at marketing alternatives including direct marketing to consumers and forming “new generation” farmer-led cooperatives in order to receive premium prices for their products. Similarly, Americans are becoming increasingly concerned about the source of their food. Consumers perceive positive health effects associated with sustainably produced food, have growing concern for the environment and rural communities, and want to reconnect with their food source. The impressive growth of the organic food industry (20 percent per year) reflects these changing consumer preferences. Within these consumer trends lie great opportunities for people who want to begin a farming business.

Once you have identified the enterprises you are interested in, be sure to investigate what regulations may apply. For example, will you have manure to manage? What about livestock mortality? How about pesticide application? Your local University of Minnesota Extension Service office will be able to assist you in identifying the people or organizations to contact regarding regulations that will

affect your proposed enterprises. It's wise to check with several agencies and compare their recommendations before proceeding (Natural Resources and Conservation Service, Soil and Water Conservation District, Minnesota Department of Agriculture, Farm Service Agency, Minnesota Pollution Control Agency, etc.).

There are many business-planning tools available for farmers. Experiment with a few of them and find a system that works for you. At the very least, sit down with a notebook and make a list of projected expenses and income. There are also many tools that can help with specific parts of the business plan (marketing, finance, human resources, and operations).

Once you have your business plan, think about your management skills and experience. Identify those areas where you will need outside assistance or expertise. For instance, do you have experience managing financial matters? Do you have experience managing employees or working with family labor? How will you get it?

## Publications

### **Enterprise Identification**

**Booker T. Whatley's Handbook on How to Make \$100,000 Farming 25 Acres**, Booker Whatley, 1996 (out of print), American Botanist, 180 pages.

This book stresses the benefits of diversification and offers some practical start-up and management advice for different high value crops and enterprises. It also details one direct marketing approach. While some information is dated and the author acknowledges that few use all aspects of his plan, it is an excellent brainstorming tool. Check your local library.

**Evaluating a Rural Enterprise: Marketing Business Guide**, Preston Sullivan and Lane Greer, 2002, Appropriate Technology Transfer for Rural Areas (ATTRA), 12 pages.

This publication describes how to add a new enterprise to an existing operation. It also provides references and links to other websites for more information. Available from ATTRA

- P.O. Box 3657 • Fayetteville, AR 72702
- phone: (800) 346-9140 • fax: (501) 442-9842
- or view the full text on-line:  
[attra.ncat.org/attra-pub/PDF/evalrural.pdf](http://attra.ncat.org/attra-pub/PDF/evalrural.pdf)

**Finding the Niche: Case Studies of Beginning Small-Scale Farmers, with Recommendations for Programs for Beginning Farmers**, 1991, Wisconsin Rural Development Center, 37 pages.

This publication features ten lively case studies, an analysis of the constraints and obstacles beginning farmers face, and suggestions for assistance programs targeted at nontraditional beginning farmers. While not a true business planning publication, this text will provide you with many considerations as you plan and structure your farming enterprise. Available from Wisconsin Rural Development • 1406 Bus. Hwy. 18-151 East • Mount Horeb, WI 53572 • phone: (608) 437-5971 • fax: (608) 437-5972

**Farming Alternatives: A Guide to Evaluating the Feasibility of New Farm-Based Enterprises**, Nancy Grudens Schuck, Wayne Knoblauch, Judy Green, and Mary Saylor, 1988, Farming Alternatives Program, Cornell University, 88 pages.

This step-by-step workbook can help you plan and evaluate a new enterprise. It includes

chapters on setting goals, assessing markets, production feasibility, and financial feasibility. Available from Farming Alternatives Program • 216 Warren Hall • Cornell University • Ithaca, NY 14853 • phone: (607) 255-9832 • e-mail: [gcg4@cornell.edu](mailto:gcg4@cornell.edu) • website: [www.cals.cornell.edu/agfoodcommunity/fap.cfm](http://www.cals.cornell.edu/agfoodcommunity/fap.cfm)

**Income Opportunities for Your Farm:  
Alternative Enterprises and Agritourism  
Resources**, 2004, Natural Resources  
Conservation Service and Southern  
Maryland Resource Conservation and  
Development Board.

This CD is a compilation of publications and fact sheets designed to help technical professionals, farmers, and ranchers learn more about alternative farming or ranching enterprises and agritourism. Available from the Southern Maryland RC&D • 303 Post Office Road, Suite B4A • Waldorf, MD 20602 • email: [somdrccd@verizon.net](mailto:somdrccd@verizon.net) • or the NRCS Resources Economics and Social Sciences Division • phone: (202) 720-2307

**Making Your Small Farm Profitable**, Ron Macher, 1999, Storey Books, 273 pages.

This is a practical, step-by-step guide to small farm operations. It examines 20 alternative farming enterprises with useful principles for the planning, managing, and production aspects of farming. Available from Storey Publishing, LLC • 210 MASS MoCA Way • North Adams, MA 01247 • phone: (800) 441-5700 • website: [www.storeybooks.com](http://www.storeybooks.com)

**Taking the First Step: Farm and Ranch Alternative Enterprise and Agritourism Resource Evaluation Guide**, 2004, Natural Resources Conservation Service and Southern Maryland Resource Conservation and Development Board

This publication is a simple guide to the first step in identifying alternative income-producing agricultural enterprises and agritourism opportunities. This workbook is useful in developing business and marketing plans to help farmers reduce risk through diversification of farm and ranch enterprises. Available from the Southern Maryland RC&D • 303 Post

Office Road, Suite B4A • Waldorf, MD 20602

- email: [somdrccd@verizon.net](mailto:somdrccd@verizon.net)
- or the NRCS Resources Economics and Social Sciences Division • phone: (202) 720-2307



**You Can Farm: The Entrepreneur's Guide to Start and Succeed in a Farming Enterprise**, Joel Salatin, 1998, Chelsea Green Publishing, 480 pages.

Salatin has an inspirational and energetic quality, taking readers through a step-by-step thought process in beginning a farm business.

The book is as much about becoming a creative entrepreneur as it is about farming. It focuses heavily on enterprise identification and highlights in detail ten possible enterprises. Available from Acres U.S.A. • P.O. Box 91299

- Austin, TX 78709 • phone: (800) 355-5313
  - fax: (512) 892-4448
  - e-mail: [orders@acresusa.com](mailto:orders@acresusa.com)
  - website: [www.acresusa.com](http://www.acresusa.com)
- or through Chelsea Green Publishing
- c/o Resolution, Inc. • P.O. Box 2284
  - South Burlington, VT 05407
  - phone: (800) 639-4099 • fax: (802) 295-6444
  - website: [www.chelseagreen.com](http://www.chelseagreen.com)

Dave Vetrano,  
Wisconsin DNR  
Fish and Wildlife  
and Farm  
Beginnings™  
student Dave  
Varney discuss  
environmental  
monitoring  
during a visit at  
Dave's place in  
LaFarge,  
Wisconsin.

## General Business Planning

**Alternative Financial/Organizational Structures of Farm and Agribusiness Firms**, Michael Boehlje and David Lins, 1995, North Central Region Extension, publication no. BU-06614-GO, 19 pages.

This publication provides a listing of organizational and financing options for farm and agribusiness firms and explains the circumstances under which these various options are likely to be most useful. It discusses legal organizations, business arrangements, leasing options, equity, and debt. Available from University of Minnesota Extension Service Distribution Center • 405 Coffey Hall • 1420 Eckles Ave. • St. Paul, MN 55108-6069  
 • phone: (612) 624-4900 or (800) 876-8636  
 • fax: (612) 625-6281  
 • e-mail: [order@extension.umn.edu](mailto:order@extension.umn.edu)  
 • website: [www.extension.umn.edu](http://www.extension.umn.edu)

**Building a Sustainable Business: A Guide to Developing a Business Plan for Farms and Rural Businesses**, Gigi DiGiacomo, Rob King, and Dale Nordquist, Minnesota Institute for Sustainable Agriculture (MISA), 280 pages.

This guide with worksheets steps you through the major tasks of creating a farm business plan—identifying your values, reviewing your

history and current situation, creating a vision, mission, and goals for your enterprise, developing a strategic plan, and implementing the plan (monitoring progress). This guide includes excerpts from the business plans of farmers who have implemented sustainable farm enterprises. Available from MISA • 411 Borlaug Hall • 1991 Upper Buford Circle  
 • St. Paul, MN 55108 • phone: (612) 625-8235 or (800) 909-6472 • fax: (612) 625-1268  
 • e-mail: [misamail@umn.edu](mailto:misamail@umn.edu)  
 • website: [www.misa.umn.edu](http://www.misa.umn.edu) • or view the full text on-line: [www.misa.umn.edu/publications/bizplan.html](http://www.misa.umn.edu/publications/bizplan.html)

**Farm Savvy**, John Baker, 1996, Beginning Farmer Center, Iowa State University Extension, publication no. EDC 100, 200 pages.

This manual outlines a process for the transition of a farm business to the succeeding generation; however, it contains comprehensive sections on self-assessment, personal goals, business goals, and business planning that are applicable to any beginning farmer. Available from Iowa State University Extension Distribution • 119 Printing and Publications Building • Iowa State University • Ames, IA 50011 • phone: (515) 294-5247 • fax: (515) 294-2945 • e-mail: [pubdist@iastate.edu](mailto:pubdist@iastate.edu)  
 • website: [www.extension.iastate.edu/pubs/Order.html](http://www.extension.iastate.edu/pubs/Order.html)

**A Farmer's Legal Guide to Production Contracts**, Neil D. Hamilton, 1995, Farm Journal, Inc., 172 pages.

This book covers all of the basic information a farmer needs to know in order to successfully engage in production contracting. Chapters cover contract law, the Uniform Commercial Code, section-by-section analysis of an actual production contract, fulfilling a contract, payment, resolving disputes, and state and federal legislation on production contracts. There are also separate chapters for grain, livestock, and vegetable production contracts. This book was written by an agricultural law expert who is also a farmer. Available from the Agricultural Law Center, Drake University • Des Moines, IA 50311 • phone: (515) 271-2065

Dave Rathke and Connie Karstens give a farm tour at their farm near Hutchison.



**FINPACK Business Plan**, 2001, Center for Farm Financial Management (CFFM), University of Minnesota.

This software tool helps develop comprehensive business plans using supporting FINPACK financial data output. It includes a comprehensive outline, sample plans, and detailed tips on what to include in your business plan.

Available from CFFM • University of Minnesota • 130 Classroom Office Building • 1994 Buford Avenue • St. Paul, MN 55108 • phone: (800) 234-1111 • fax: (612) 625-3105 • e-mail: cffm@agecon.umn.edu • website: [www.cffm.umn.edu](http://www.cffm.umn.edu)

**A Guide to Starting a Business in Minnesota**, 2004 (updated annually), Minnesota Department of Trade and Economic Development, 281 pages.

This reference book contains a discussion of many of the major issues faced by someone planning to start a new business in Minnesota. Topics include: choosing a form of organization; business name filing information; business licenses and permits; business plans; financing; issues for employers; an orientation to business taxes; small business resources, and others. Available from the Minnesota Department of Trade and Economic Development • Attn: Small Business Assistance Office • 500 Metro Square • 121 East 7th Place • St. Paul, MN 55101 • phone: (651) 296-3871 or (800) 657-3858 • fax: (651) 296-1290 • e-mail: [dted@state.mn.us](mailto:dted@state.mn.us) • website: [www.dted.state.mn.us](http://www.dted.state.mn.us)

**Income Opportunities for Your Farm: Alternative Enterprises and Agritourism Resources**, 2004, Natural Resources Conservation Service and Southern Maryland Resource Conservation and Development Board.

This CD is a compilation of publications and fact sheets designed to help technical professionals, farmers and ranchers learn more about alternative farming or ranching enterprises and agritourism. Available from the Southern Maryland RC&D • 303 Post Office Road, Suite B4A • Waldorf, MD 20602 • email: [somdrdc@verizon.net](mailto:somdrdc@verizon.net) or the NRCS Resources Economics and Social Sciences Division • phone: (202) 720-2307

**Starting a Food Business in Minnesota**, 2001, Minnesota Department of Agriculture, 59 pages.

This publication helps food business owners understand the regulatory requirements applicable to their food-related business in order to produce and distribute safe, quality products. It identifies the various state agencies and units of local government responsible for regulation; provides a helpful checklist focusing on regulations, skills assessment and business planning; and addresses specific license and permit requirements, inspections, local regulation, tax considerations, and issues for employers. Available from the Minnesota Department of Agriculture • Dairy and Food Inspection Division • 90 West Plato Blvd. • St. Paul, MN 55107 • phone: (651) 296-2627 • website: [www.mda.state.mn.us](http://www.mda.state.mn.us) • or view the full text on-line at: [www.mda.state.mn.us/dairyfood/startingfoodbiz.pdf](http://www.mda.state.mn.us/dairyfood/startingfoodbiz.pdf)

**Market Farm Forms**, Marcie Rosenzweig, 1996, 95 pages plus computer diskette.

This is a cost-effective computer solution for tracking information on market farms that works with your spreadsheet software. After entering your own farm data, the embedded formulas do the calculations for you. It helps you determine seeds and purchased plants needed, farm-grown transplants, soil amendments and fertilizers, cropping and succession timelines, weekly task lists, crop yield and income projections, actual harvest and income data, produce availability sheets, invoices and pick sheets, Community Supported Agriculture (CSA) share and yield sheets, budget worksheets, row calculations and input sheets, CSA share bed calculations and input sheets, certified organic producer certificate sheets, fax sheets, labels, order forms, point of sales labels, recipes, and flyers. Available from Full Circle Organic Farm • 3377 Early Times Lane Auburn, CA 95603 • phone: (530) 885-9201 • e-mail: [fullcircle@jps.net](mailto:fullcircle@jps.net)

**Profitable Practices and Strategies for a New Generation**, Center for Rural Affairs, 2002, 69 pages.

This compilation of case studies includes examples of strategies to increase profits for crops and farm products, beginning farmers' use of programs and resources for a profitable start, and cooperative arrangements that

depict models of sharing resources, equipment, marketing strategies, and more. Available from the Center for Rural Affairs

- 101 S Tallman St. • P.O. Box 406 • Walthill, NE 68067 • phone: (402) 846-5428
- fax: (402) 846-5420 • e-mail: info@cfra.org
- website: [www.cfra.org/resources/publications.htm](http://www.cfra.org/resources/publications.htm) • or view the full text on-line at: [www.farmprofitability.org/pracstrat.htm](http://www.farmprofitability.org/pracstrat.htm)

**Successful Strategic Planning: Building a High Performance Business**, Stephen Haines, 1995, Crisp Publications Inc., 77 pages.

This concise text and workbook offers good basics in strategic business planning. It is not specifically designed for farm operations, but rather is designed to help teams, individuals, and businesses of all sizes and types plan and implement strategies in an efficient, holistic, and integrated manner. It provides several worksheets and checklists to keep you on task.

Available from Thompson Learning

- Crisp Learning Order • P.O. Box 6904
- Florence, KY 41022 • phone: (800) 442-7477
- fax: (650) 323-5800
- e-mail: [customerservice@crisplearning.com](mailto:customerservice@crisplearning.com)
- website: [www.crisplearning.com/](http://www.crisplearning.com/)

**Venture Feasibility Planning Guide: Your First Step Before Writing a Business Plan**, Robert Ronstadt and Jeffrey Shuman, 1998, Lord Publishing Inc., 127 pages.

This guide is designed to help you decide whether you should initiate a venture. It includes an exploration of venture evolution and guides you through a step-by-step process to determine the feasibility of commercializing your venture idea. It is not specific to farm businesses. Available from Lord Publishing, Inc.

- phone: (512) 477-1949 • fax: (800) 525-5673
- e-mail: [lordpublishing@msn.com](mailto:lordpublishing@msn.com)
- website: [www.lordpublishing.com/](http://www.lordpublishing.com/)

## **Marketing**

**Alternative Markets for the Individual Producer**, David Kraenzel, 1997, North Dakota State University Extension Service, publication no. EC-1140, 11 pages.

This publication provides a general overview of alternative marketing possibilities. Sections include alternative wholesale markets, retailing your own products, and strategic marketing management. It concludes with a glossary of strategic marketing management terms and a suggested reading material list. Available from North Dakota State University Extension Service • Distribution Center, Morrill Hall • P.O. Box 5655 • North Dakota State University • Fargo, ND 58105 • phone: (701) 231-7882 • fax: (701) 231-7044 • e-mail: [dctr@ndsuext.nodak.edu](mailto:dctr@ndsuext.nodak.edu) • or view the full text on-line: [www.ext.nodak.edu/extpubs/agecon/market/ec1140w.htm](http://www.ext.nodak.edu/extpubs/agecon/market/ec1140w.htm)

**Backyard Market Gardening: The Entrepreneur's Guide to Selling What You Grow**, Andrew Lee, 1993, Good Earth Publications, 352 pages.

This is a "how-to" guide for market gardening. It details the entire process of raising and

marketing vegetables, fruit, flowers, and livestock in addition to providing resources and an explanation of the marketing process.

Available from Chelsea Green Publishing  
 • c/o Resolution, Inc. • P.O. Box 2284 • South Burlington, VT 05407 • phone: (800) 639-4099  
 • website: [www.chelseagreen.com](http://www.chelseagreen.com)  
 or from Acres U.S.A. • P.O. Box 91299  
 • Austin, TX 78709 • phone: (800) 355-5313  
 • fax: (512) 892-4448 • e-mail: [orders@acresusa.com](mailto:orders@acresusa.com) • website: [www.acresusa.com](http://www.acresusa.com)

**Collaborative Marketing: A Roadmap and Resource Guide for Farmers**, Rob King and Gigi DiGiacomo, 2000, Minnesota Institute for Sustainable Agriculture and the University of Minnesota Extension Service, publication no. BU-07539-GO, 96 pages.

This publication outlines the steps for organizing a group of farmers into a collaborative marketing effort and includes an extensive resource list of organizations and publications. It also profiles ten collaborative marketing groups in Minnesota. Available from the University of Minnesota Extension Service Distribution Center • 405 Coffey Hall • 1420 Eckles Ave. • St. Paul, MN 55108-6069

- phone: (612) 624-4900 or (800) 876-8636
- fax: (612) 625-6281
- e-mail: [order@extension.umn.edu](mailto:order@extension.umn.edu)
- or view the full text on-line:  
[www.extension.umn.edu/distribution/businessmanagement/components/7539\\_toc.html](http://www.extension.umn.edu/distribution/businessmanagement/components/7539_toc.html)

**Community Supported Agriculture,**

Katherine Adam, 2002, ATTRA, 2 pages.

- This publication describes the practice of community supported agriculture and its use as a marketing tool. Available from ATTRA
  - P.O. Box 3657 • Fayetteville, AR 72702
  - phone: (800) 346-9140 • fax: (479) 442-9842
  - website: [attra.ncat.org](http://attra.ncat.org) • or view the full text on-line: [attra.ncat.org/attra-pub/PDF/csa-ct.pdf](http://attra.ncat.org/attra-pub/PDF/csa-ct.pdf)

**Developing a New Co-owned Agricultural Business: How Do We Start a Value-added Firm?** David Saxowsky and David Kraenzel, 1997, North Dakota State University Extension Service, publication no. EC-1137, 11 pages.

- This short publication lays out the steps involved in developing a Co-owned Agricultural Business. Sections include defining the opportunity, identifying the organizers, setting business goals, conducting a preliminary assessment, initiating a business plan, conducting a detailed feasibility study and business plan revision, organizing the business entity, capitalizing the business, and implementing the plan. Available from North Dakota State University Extension Service • Distribution Center, Morrill Hall • P.O. Box 5655 • North Dakota State University • Fargo, ND 58105
  - phone: (701) 231-7882 • fax: (701) 231-7044
  - e-mail: [dctr@ndsuext.nodak.edu](mailto:dctr@ndsuext.nodak.edu) • or view the full text on-line: [www.ext.nodak.edu/extpubs/agecon/market/ec1137w.htm](http://www.ext.nodak.edu/extpubs/agecon/market/ec1137w.htm)

**Direct Marketing**, Katherine Adam, Radhika Balasubrahmanyam, and Holly Born, 1999, ATTRA, 36 pages.

- While focused on direct marketing, this publication is a great overview of the importance of marketing, market research, niche marketing, value-added marketing, pricing, and promotion that is useful to all types of marketing endeavors. It also provides a good list of related resources. Available from ATTRA
  - P.O. Box 3657 • Fayetteville, AR 72702

- phone: (800) 346-9140 • fax: (479) 442-9842
- website: [attra.ncat.org](http://attra.ncat.org)
- or view the full text on-line:  
[attra.ncat.org/attra-pub/PDF/directmkt.pdf](http://attra.ncat.org/attra-pub/PDF/directmkt.pdf)

**Direct Marketing of Farm Produce and Home Goods: Direct Marketing****Alternatives and Strategies for Beginning and Established Producers**, John

Cottingham, James Hovland, Jordana Lenon, Teryl Roper, and Catherine Techtmann, 1994, University of Wisconsin-Extension, publication no. A3602, 25 pages.

- This is a thorough guide to direct marketing and all that is involved. It includes chapters on different types of direct marketing, business feasibility, financial planning, regulations, merchandising, management/human resource issues, and sources of assistance. It also provides a good reference section for further material. Some references and agencies are specific to Wisconsin, but overall the publication includes a wealth of information that pertains to farmers anywhere. Available from the University of Wisconsin • Cooperative Extension Publications • PO Box 342831
  - Milwaukee, WI 53234-2831
  - phone: (877) 947-7827 • fax: (414) 389-9130
  - or view the full text on-line:  
[ecommerce.uwex.edu/pdfs/A3602.PDF](http://ecommerce.uwex.edu/pdfs/A3602.PDF)

**Emerging Markets for Family Farms: Opportunities to Prosper Through Social and Environmental Responsibility**, Kelly O'Neill, 1997, Center for Rural Affairs, 45 pages.

- This report presents strategies for farmers to use to market high-value products. Comprehensive results from a national survey describe what it takes to be successful, barriers to overcome, products with the greatest potential, and how to develop markets. Available from the Center for Rural Affairs
  - 101 S Tallman St. • P.O. Box 406 • Walthill, NE 68067 • phone: (402) 846-5428 • fax: (402) 846-5420 • e-mail: [info@cfra.org](mailto:info@cfra.org) • website: [www.cfra.org/resources/publications.htm](http://www.cfra.org/resources/publications.htm)

**Reap New Profits: Marketing Strategies for Farmers and Ranchers**, 1999, Sustainable Agriculture Network, 20 pages.

- This bulletin offers practical tips on how to get started in alternative marketing enterprises and contains profiles of people using those

strategies. It describes how to break into farmers' markets, establish pick-your-own operations and farm stands, begin entertainment farming, open a Community Supported Agriculture (CSA) farm, join or start a cooperative, sell to restaurants or through mail order and the Internet. It also lays out ways to direct-market meat and add value, through processing and other techniques, to farm products. Available from Sustainable Agriculture Publications • Hills Building, University of Vermont • Burlington, VT 05405 • phone: (301) 504-6425 • e-mail: san@nal.usda.gov • website: [www.sare.org/market99/index.htm](http://www.sare.org/market99/index.htm) • download bulletin at: [www.sare.org/market99/market99.pdf](http://www.sare.org/market99/market99.pdf)

**Sell What You Sow!** Eric Gibson, 1994, New World Publishing, 302 pages.

This comprehensive text on high-value produce marketing that offers practical, hands-on information designed for market gardeners, small- to medium-scale farmers, part-time or full-time growers. Available from Acres U.S.A.

- P.O. Box 91299 • Austin, TX 78709
- phone: (800) 355-5313 • fax: (512) 892-4448
- e-mail: [orders@acresusa.com](mailto:orders@acresusa.com)
- website: [www.acresusa.com](http://www.acresusa.com)

## **Human Resources**

**Farm Labor Laws and Regulations in Minnesota,** 1999, University of Minnesota Extension Service, publication no. WW-06528-GO, 24 pages.

This resource provides a summary of laws that apply to Minnesota farm workers designed to provide farm employers and those providing services to farm employers and workers with brief, updated information on current laws and regulations pertaining to farm labor in Minnesota. Topics covered in the summary include (a) employment regulations, including differences between employees and independent contractors; (b) human rights provisions; (c) wage rates, payments (including piece-rate payments), records, and statements; (d) unemployment insurance; (e) income and social security taxes; (f) worker safety provisions and workers compensation insurance; (g) youth employment provisions; (h) federal migrant worker provisions; (i) field sanitation standards. It provides access to further information through a list of contacts with phone numbers at each of the agencies. • Full text available only on-line: [www.extension.umn.edu/specializations/businessmanagement/DF6528.pdf](http://www.extension.umn.edu/specializations/businessmanagement/DF6528.pdf)

**Farmworker Pesticide Safety Training Resources: An Annotated Bibliography of Bilingual (English/Spanish) Resources for Trainers of Farmworkers Under the Worker Protection Standard,** Melissa Frisk, 2000, Institute for Agriculture and Trade Policy, 42 pages.

Available from IATP • 2105 First Ave S. • Minneapolis, MN 55404 • phone: (612) 870-3416 • fax: (612) 870-4846 • e-mail: [iatp@iatp.org](mailto:iatp@iatp.org) • website: [www.iatp.org](http://www.iatp.org) • or view the full text on-line: [www.iatp.org/labels/library/admin/uploadedfiles/Farmworker\\_Pesticide\\_Safety\\_Training\\_Resources.pdf](http://www.iatp.org/labels/library/admin/uploadedfiles/Farmworker_Pesticide_Safety_Training_Resources.pdf)

**Hiring Farm Work,** David J. Resch, 1995, University of Minnesota Extension Service, publication number BF977, 1 page.

This publication presents four critical steps in the hiring process. Available from University of Minnesota Extension Service Distribution Center • 405 Coffey Hall • 1420 Eckles Ave. • St. Paul, MN 55108 • phone: (612) 624-4900 or (800) 876-8636 • fax: (612) 625-6281 • e-mail: [order@extension.umn.edu](mailto:order@extension.umn.edu) • or view the full text on-line: [www.extension.umn.edu/info-u/finances/BF977.html](http://www.extension.umn.edu/info-u/finances/BF977.html)

## Finance

### **FINPACK**, updated annually, Center for Farm Financial Management.

FINPACK is a widely used software program that helps farmers evaluate their financial situation, explore financial outcomes of management alternatives, and make informed decisions about the future direction of their farms. It is not a record-keeping system; it uses existing records to improve the financial management of a farm. FINPACK allows farmers to develop balance sheets, long-range financial plans, cash flow plans, and year-end analysis. Typically, farmers use FINPACK with the assistance of financial advisors or take an orientation workshop to learn how to use it themselves. Available from the Center for Farm Financial Management • Department of Applied Economics • University of Minnesota • 249 Classroom Office Building • 1994 Buford Ave. • St. Paul, MN 55108 • phone: (612) 625-1964 or (800) 234-1111 • e-mail: support@cffm.agecon.umn.edu • website: [www.cffm.umn.edu/Software/FINPACK](http://www.cffm.umn.edu/Software/FINPACK)

### **Holistic Management Financial Planning Software**, regular updates, Center for Holistic Management.

This computer software is a tool for comprehensive financial planning and analysis. It allows farmers to experiment with a variety of planning scenarios, providing a gross margin analysis and cash flow for each scenario. It will also generate an annual income and expense plan in conjunction with several other planning worksheets. This is a good companion tool for the Holistic Management text and workbook. Available from The Center for Holistic Management • 1010 Tijeras NW • Albuquerque, NM 87102 • phone: (505) 842-5252 • fax: (505) 843-7900 • e-mail: center@holisticmanagement.org • website: [www.holisticmanagement.org](http://www.holisticmanagement.org)

### **Monitoring Sustainable Agriculture with Conventional Financial Data**, Dick Levins, 1996, Land Stewardship Project, 29 pages.

This publication provides a new way of looking at agriculture by offering creative indicators to evaluate the sustainability of farming operations. It highlights four financial indicators and includes a discussion of biological, social, and financial monitoring. Using farm records or tax reports, farmers can transfer numbers to work-

sheets provided in the book and evaluate their farms' sustainability. Available from the Land Stewardship Project • 2200 Fourth Street • White Bear Lake, MN 55110 • phone: (651) 653-0618 • fax: (651) 653-0589 • e-mail: bdevore@landstewardshipproject.org • website: [www.landstewardshipproject.org/mtb/monitoring.pdf](http://www.landstewardshipproject.org/mtb/monitoring.pdf)

### **Quicken for Farm/Ranch Financial Records**, annual updates, Oklahoma State University.

Quicken is a comprehensive accounting software package capable of creating budgets, managing checking accounts, tracking payroll, and much more. Quicken is available at your local computer software store. Damona Doye, an agricultural economist at Oklahoma State University, has developed a set of step-by-step instructions to assist you in adapting Quicken for farm and ranch use. These materials teach you how to add farm income and expense categories and use classes to sort transactions by enterprise. Available from OSU Ag Economics Department, Attn: Damona Doye • 529 Ag Hall • Stillwater, OK 74078 • phone: (405) 744-9813 • fax: (405) 744-8210 • e-mail: ddoye@okstate.edu • website: [agecon.okstate.edu/quicken/Instructions.htm](http://agecon.okstate.edu/quicken/Instructions.htm)

Mary Doerr gives a farm tour at Dancing Winds Farm.



# Educational Opportunities

## **Farm Business Management Education Programs, Minnesota State Colleges and Universities (MnSCU)**

### Farm Business Management Education

Programs are designed to provide education to farm owners and operators or people interested in farming. The purpose of the program is to assist students in meeting their business and personal goals. The program stresses quality record keeping and sound business decision-making. Instruction is delivered in a number of ways, including individual meetings, traditional classroom settings, small group meetings, field trips, and tours. For more information contact John Murray • State Director for Farm and Small Business Management Program • Rochester Community and Technical College • 851 30th Ave S.E.

- Rochester, MN 55904

- phone: (507) 280-3109 • fax: (507) 280-3168
- e-mail: john.murray@roch.edu
- website: [www.mgt.org](http://www.mgt.org)

## **Sirolli Agricultural Entrepreneurship Workshops, Sirolli Institute**

The Sirolli Institute is a nonprofit corporation that conducts seminars and short courses on “enterprise facilitation,” a management coaching system that supports entrepreneurs within a community. The Land Stewardship Project has coordinated several workshops. For more information about the program, visit the website: <http://www.sirolli.com>. To find out about possible workshops in Minnesota, contact Terry Van Der Pol • phone: (320) 269-2105 • e-mail: [tlvdp@landstewardshipproject.org](mailto:tlvdp@landstewardshipproject.org)

# Organizations

## **Agricultural Utilization Research Institute (AURI)**

AURI is a nonprofit corporation that assists entrepreneurs with business planning and with product development research to marketing. They can help farmers who wish to explore the technical feasibility and market potential for value-added products through their Initial Project Assessment and Market Assessment Programs. Financial assistance may be available through matching grants in both programs. There are five regional offices, located in Crookston (also the AURI State Headquarters), Morris, Marshall, St. Paul, and Waseca. For more information, contact AURI

- PO Box 599 • Crookston, MN 56716
- phone: (800) 279-5010 • fax: (218) 281-3759
- website: [www.auri.org](http://www.auri.org)

## **Center for Farm Financial Management, University of Minnesota**

The Center's primary purpose is to develop educational tools for farmers, agricultural lenders, and educators to apply the principles and concepts of farm planning, financing, and analysis in a practical manner. These educational tools are usually in the form of computer software that they develop and support to help improve the decision-making ability of farmers. For more information, contact the Center for Farm Financial Management • Department of Applied Economics • University of Minnesota

- 1994 Buford Avenue • St. Paul, MN 55108
- phone: (612) 625-1964 or (800) 234-1111
- fax: (612) 625-3105
- e-mail: [cffm@cffm.agecon.umn.edu](mailto:cffm@cffm.agecon.umn.edu)
- website: [www.cffm.umn.edu/](http://www.cffm.umn.edu/)



**Field demonstra-tion during a farm tour on Pam Benike's Prairie Hollow Farm.**

**Cooperative Development Services (CDS), University of Wisconsin Center for Cooperatives**

CDS is a nonprofit organization that provides professional business development and planning services to cooperatives and communities in the Upper Midwest. Some of the services available are strategic planning, market analysis, business plans, financial packaging, and loan and grant procurement. They have offices in St. Paul, Minnesota and Madison, Wisconsin. For more information, contact Cooperative Development Services • 131 West Wilson St., Suite 400 • Madison, WI 53703 • phone: (608) 258-4396 • fax: (608) 258-4394

In Saint Paul,

Cooperative Development Services

- Blair Arcade, Suite Y
- 400 Selby Avenue • St. Paul, MN 55102
- phone: (651) 265-3678 • fax: (651) 228-1184
- e-mail: CDS@co-opdevelopmentservices.com
- website: [www.cdsus.coop/](http://www.cdsus.coop/)

**Minnesota Dairy Initiative (MDI), Dairy**

**Development and Profitability**

**Enhancement Program.** MDI partners include the Minnesota Department of Agriculture, the University of Minnesota Extension Service, MnSCU, the Minnesota Milk Producers Association, and the Sustainable Farming Association.

Regional teams of farm business management specialists, Soil and Water Conservation District personnel, industry professionals, extension educators, dairy producers, and others assist dairy farmers to develop short- and long-term business plans for their farms; access local and regional business, agricultural, and financial resources; and network with other dairy farmers to share ideas and information. These teams will locally manage and coordinate the delivery of on-farm advisory services to you, enhancing your ability to manage your farm and increasing your profitability. For more information, contact Dave Weinand

- Minnesota Department of Agriculture
- 90 West Plato Blvd. • St. Paul, MN 55107
- phone: (651) 215-3946 • e-mail: [david.weinand@state.mn.us](mailto:david.weinand@state.mn.us)
- website: [www.mda.state.mn.us](http://www.mda.state.mn.us)



# Farming Knowledge and Production Experience

One of the most important requirements for farming is knowledge of farming practices and hands-on experience. Both before and after you have identified the farm enterprises that interest you, you should also explore several different farming practices. Evaluate farming practices against your overall farm goals and values and the ways in which you like to work. Then, identify those that you think would fit best into your operation. Again, remember to make sure that your production methods fit with your overall goals and value—or you may not end up at your envisioned destination.

There are many ways to increase your knowledge of farming practices. Some of the greatest sources of information are other farmers. There are numerous producer groups, farm organizations, and management clubs that provide field days, workshops, and chances to network with other farmers. Another option is to attend field days and workshops sponsored by land grant university experiment stations, the Minnesota Department of Agriculture, or the Extension Service. You can also get good ideas and information from publications, books, magazines, and the Internet.

It is a good idea to have hands-on experience before you invest in a particular enterprise or practice, or begin to rely on farming for a significant portion of your income. Although there are currently few hands-on classes offered, this is a growing field and you should check with local schools and technical colleges near you. An even better way to get some hands-on experience is to locate a farmer who farms in a manner consistent with your own values and find a way to spend some time working with him or her. This can be an informal arrangement where you volunteer some time, an apprenticeship or mentorship, or even a more formal arrangement where you are paid as a “hired hand.” There are several directories of internship and apprenticeship opportunities that can help you identify willing farmer mentors, as well as producer groups.

# Publications

## General Production

**The Community Farm: A Voice for Community Supported Agriculture**, Jim Sluyter and Jo Meller (editors), quarterly newsletter.

*The Community Farm* is a forum dedicated to preserving small farms and building community from the perspective of Community Supported Agriculture (CSA). The newsletter provides information about CSA farming and small-scale farming in general and lists many good resources and events. Available from The Community Farm • 3480 Potter Road • Bear Lake, MI 49614 • phone: (616) 889-3216  
 • e-mail: [csafarm@jackpine.com](mailto:csafarm@jackpine.com)  
 • website: [www.gks.com/TCF](http://www.gks.com/TCF)

**Greenbook**, Energy and Sustainable Agriculture Program (ESAP) staff (compilers), published annually, ESAP, Minnesota Department of Agriculture.

The *Greenbook* summarizes the project results of farmers, researchers, and educators who received ESAP demonstration grants to implement and test new and innovative farm production ideas. It provides a great way to see what farming alternatives are being tried out on the landscape throughout Minnesota, and to contact the people who are using those practices. Available from the Minnesota Department of Agriculture-ESAP • 90 West Plato Boulevard • St. Paul, MN 55107 • phone: (651) 296-7673  
 • fax: (651) 297-7678 • e-mail: [Alison.Fish@state.mn.us](mailto:Alison.Fish@state.mn.us) • website: [www.mda.state.mn.us/esap/greenbook.html](http://www.mda.state.mn.us/esap/greenbook.html)

**The Non-Toxic Farming Handbook**, Philip Wheeler and Ronald Ward, 1998, Acres U.S.A., 236 pages.

This book integrates the diverse techniques and technologies of classical organic farming, Albrecht-style soil fertility, Reams-method soil and plant testing analysis, and other alternative technologies. It provides an understanding of the available non-toxic tools. Available from Acres U.S.A. • P.O. Box 91299 • Austin, TX 78709 • phone: (800) 355-5313 • fax: (512) 892-4448 • e-mail: [orders@acresusa.com](mailto:orders@acresusa.com)  
 • website: [www.acresusa.com](http://www.acresusa.com)

**Permaculture: A Designers' Manual**, Bill Mollison, 1988 (1997 reprint), Tagari Press, 576 pages.

This book is about designing sustainable human settlements, and preserving and extending natural systems. It covers aspects of designing and maintaining a cultivated ecology in any climate, the principles of design, design methods, climactic factors, water, soil, aquaculture, and more. Learn about topics such as watershed design, farmer's trees, and intercropping. It is designed to help you plan a farming operation with synergistic component pieces. Out of print, but check your local bookstore for used copies, or your local library.

**Rebirth of the Small Family Farm: A Handbook for Starting a Successful Organic Farm Based on the Community Supported Agriculture Concept**, Bob and Bonnie Gregson, 1996, IMF Associates, 64 pages.

Farmers Bob and Bonnie Gregson wrote this book to inspire and give advice to those who, like them, are interested in making a successful living with a small organic operation on which they produce more than 60 crops as well as livestock. According to the UC SAREP website, "they wrote their book, 'from the perspective of two people working together to make a reasonable, community-oriented living on a very small farm, in the fervent hope that many thousands of these two- to ten-acre farms will pop up and be successful all over the country with many fewer trials and errors than we experienced!'" Available from IMF Associates  
 • Box 2542 • Vashon Island, WA 98070  
 • e-mail: [damedora@rosevalley.com](mailto:damedora@rosevalley.com)

**Resourceful Farming: A Primer for Family Farmers**, Small Farm Resources Project, 1987, Center for Rural Affairs, 118 pages.

This guide to alternative low-cost farming is based on 13 on-farm practices and their economic analyses. It also includes a discussion of what appropriate alternative agriculture might look like. Available from the Center for Rural

Affairs • 101 S Tallman St. • P.O. Box 406  
• Walthill, NE 68067 • phone: (402) 846-5428  
• fax: (402) 846-5420 • e-mail: info@cfra.org

**Small Farm Today**, bimonthly magazine,  
Missouri Farm Publishing Inc.

This publication features articles on profitable breeds of livestock, draft animals, poultry, alternative crops, vegetable and small fruit crops, sustainability, aquaculture, marketing, wool and fiber, rural/home based businesses, equipment, gardening, rural living, and more. It's a good source of ideas and resources.

Available from Small Farm Today • 3903 West Ridge Trail Road • Clark, MO 65243  
• phone: (800) 633-2535 • fax: (573) 687-3148  
• e-mail: smallfarm@socket.net  
• website: [www.smallfarmtoday.com](http://www.smallfarmtoday.com)

**Small Farmer's Journal**, quarterly magazine, Small Farmer's Journal, Inc.

This magazine features articles on draft animals but has an eclectic mix of information on many other low-technology, inexpensive production methods. Available from Small Farmer's Journal • P.O. Box 1627 • Sisters, OR 97759 • phone: (541) 549-2064  
• fax: (541) 549-4403  
• e-mail: agrarian@smallfarmersjournal.com  
• website: [www.smallfarmersjournal.com](http://www.smallfarmersjournal.com)



Pastured cattle  
on Art Thicke's  
farm in  
La Crescent,  
MN

## Crops

**A Bountiful Harvest: Minnesota Fruit and Vegetable Growers Manage Pests**, Greg Booth and Tim King, 2002, Minnesota Department of Agriculture (MDA), 50 pages.

This publication contains stories about 15 Minnesota fruit and vegetable growers who use integrated pest management or organic production techniques in their operations.

Available from IPM Program-MDA  
• 90 West Plato Boulevard • St. Paul, MN 55107  
• phone: (651) 297-3217  
• e-mail: [jeanne.ciborowski@state.mn.us](mailto:jeanne.ciborowski@state.mn.us)  
• or see the full text on line at:  
[www.mda.state.mn.us/ipm/FandVIPM.html#veg](http://www.mda.state.mn.us/ipm/FandVIPM.html#veg)

**Agroforestry Overview**, Alice Beetz, 1999, ATTRA, 12 pages.

This publication discusses the various aspects of agroforestry including practices (alleycropping, silvopasture, shelterbeds, buffer strips, forest farming), costs, marketing, products,

and resources. It also contains a list of other resources. Available from ATTRA

- P.O. Box 3657 • Fayetteville, AR 72702
- phone: (800) 346-9140 • fax: (479) 442-9842
- e-mail: [webmaster@attra.org](mailto:webmaster@attra.org)
- or see the full text on-line at:  
[www.attra.org/attra-pub/agroforestry.html](http://www.attra.org/attra-pub/agroforestry.html)

**Alternative Agronomic Crops**, Patricia A. Sauer, 1998, ATTRA, 12 pages.

This information package describes several topics about alternative field crops, including considerations for diversification, marketing, types of crops, and additional resources.

- Available from ATTRA
- P.O. Box 3657 • Fayetteville, AR 72702
  - phone: (800) 346-9140 • fax: (479) 442-9842
  - e-mail: [webmaster@attra.org](mailto:webmaster@attra.org)
  - or see the full text on-line at:  
<http://www.attra.org/attra-pub/altcrop.html>

**Alternative Field Crops Manual, 1992,**  
 Center for Alternative Plant and Animal  
 Products, University of Minnesota Extension  
 Service, and University of Wisconsin  
 Cooperative Extension Service.

This publication provides information on the production of nearly 50 minor or new field crops, some of which may be considered alternatives to traditional farm crops. It summarizes each crop in terms of soils, climate, varieties, pest and disease, yields, equipment, market, utilization, production, potential, and related resources. Available from Minnesota Grown Opportunities • Minnesota Dept. of Agriculture • 90 West Plato Boulevard • St. Paul, MN 55107 • phone: (651) 297-8916 • e-mail: meg.moynihan@state.mn.us • website: www.mda.state.mn.us/mgo

**Alternatives in Insect Pest Management—  
 Biological and Biorational Approaches,**  
 Tess Henn and Rick Weinzierl, University of  
 Illinois Extension, 75 pages.

This publication provides information and evaluation of the safety and effectiveness of

alternative insect pest management such as microbial insecticides, botanical insecticides and insecticidal soaps, attractants, traps, beneficial insects, and predatory mites.

- Only available on-line at:  
[www.ag.uiuc.edu/vista/pdf\\_pubs/altinsec.pdf](http://www.ag.uiuc.edu/vista/pdf_pubs/altinsec.pdf)

**Biointensive Integrated Pest Management (IPM),** Rex Dufour, 2001, ATTRA, 52 pages.

This publication provides the rationale for biointensive Integrated Pest Management (IPM), outlines the concepts and tools of biointensive IPM, and suggests steps and provides informational resources for implementing IPM. It is targeted to individuals interested in agriculture at all levels. Available from ATTRA • P.O. Box 3657 • Fayetteville, AR 72702 • phone: (800) 346-9140 • fax: (479) 442-9842 • e-mail: webmaster@attra.org • or see the full text on-line at: [www.attra.org/attra-pub/PDF/ipm.pdf](http://www.attra.org/attra-pub/PDF/ipm.pdf)

**Biological Farmer: A Complete Guide to the Sustainable & Profitable Biological System of Farming,** Gary Zimmer, 2000, Acres USA, 365 pages.

This practical how-to guide explains farming methods that will improve the environment, reduce erosion, reduce disease and insect problems, and alter weed pressure. It focuses on ways to reduce input costs and increase profits while improving soil conditions and livestock health. Available from Acres U.S.A. • P.O. Box 91299 • Austin, TX 78709 • phone: (800) 355-5313 • fax: (512) 892-4448 • e-mail: orders@acresusa.com • website: [www.acresusa.com](http://www.acresusa.com)

**Discovering Profits in Unlikely Places: Agroforestry Opportunities for Added Income,** Scott Josiah, 2000, Minnesota Institute for Sustainable Agriculture and the University of Minnesota Extension Service, publication no. BU-7407-GO, 19 pages.

This publication discusses the potential of agroforestry practices around the farm, the various types of trees, shrubs, and herbs used, and how to get started. It also includes a list of other resources. Available from the University of Minnesota Extension Service Distribution Center • 405 Coffey Hall • 1420 Eckles Ave. • St. Paul, MN 55108-6069 • phone: (612) 624-4900 or (800) 876-8636 • fax: (612) 625-6281



Farm Beginnings™ student Nancy Adams gets some advice from Larry Johnson during a tour of Larry's cut flower business.

- e-mail: [order@extension.umn.edu](mailto:order@extension.umn.edu)
- or see the full text on-line at:  
[www.extension.umn.edu/distribution/naturalresources/DD7407.html](http://www.extension.umn.edu/distribution/naturalresources/DD7407.html)

**Considerations for Organic Herb Production,** Katherine Adam, 2003, ATTRA, 20 pages.

The emphasis of this publication is on research into organic herb production in the U.S. and implications for herb production under the National Organic Program regulations. Available from ATTRA • P.O. Box 3657 • Fayetteville, AR 72702 • phone: (800) 346-9140 • fax: (479) 442-9842  
• e-mail: [webmaster@attra.org](mailto:webmaster@attra.org)  
• or see the full text on-line at:  
[www.attra.org/attra-pub/PDF/om-herb.pdf](http://www.attra.org/attra-pub/PDF/om-herb.pdf)

**Managing Cover Crops Profitably,** 2nd edition, Christopher Shirley, Greg Bowman, and Craig Cramer, 1998, Sustainable Agriculture Network, 212 pages.

This practical introductory guide provides information on how to use cover crops to save money, prevent soil erosion, and prevent pest problems. It provides descriptions, uses, and proven management strategies for a wide variety of cover crops. This publication also includes an extensive list of expert contacts willing to help get you started. Available from Sustainable Agriculture Publications  
• Hills Building, University of Vermont  
• Burlington, VT 05405 • phone: (301) 504-6425  
• e-mail: [san@nal.usda.gov](mailto:san@nal.usda.gov) • website:  
[www.sare.org](http://www.sare.org) • or see the full text of the first edition on-line at:  
[www.sare.org/htdocs/pubs/mccp/](http://www.sare.org/htdocs/pubs/mccp/)

**Manures for Organic Crop Production,** George Kuepper, 2000, ATTRA, 12 pages.

This publication discusses the problems and challenges associated with using both raw and composted manures and some of the solutions. Guano is also dealt with in this document. Available from ATTRA • P.O. Box 3657 • Fayetteville, AR 72702 • phone: (800) 346-9140 • fax: (479) 442-9842  
• e-mail: [webmaster@attra.org](mailto:webmaster@attra.org)  
• or see the full text on-line at:  
[attra.ncat.org/attra-pub/PDF/manures.pdf](http://attra.ncat.org/attra-pub/PDF/manures.pdf)

**Minnesota Grown Opportunities (MGO)**  
**Crop Pamphlets,** Minnesota Department of Agriculture, Agricultural Utilization Research Institute, University of Minnesota Extension.

This is a series of pamphlets on several alternative crops. They describe the history, use, environmental requirements, cultural practices, and production economics/markets for each specified crop. The pamphlets also answer frequently asked questions and provide information specific to diversification. Additional pamphlets will be available in the future. The series includes:

**Buckwheat,** Emily Saeger and Elizabeth Dyck, 2001, 9 pages.

**Chicory,** Chris Hanson, 2002, 6 pages.

**Cranberry,** Bethany Davidson and Chris Hanson, 2001, 4 pages.

**Echinacea,** Bethany Davidson, 2002, 6 pages.

**Field Pea,** Hans Kandel (editor and compiler), 2001, 12 pages.

**Flax,** Elizabeth Dyck, 2001, 9 pages.

**Hazel,** Scott Josiah, Erik Streed, 2001, 5 pages.

**Hybrid Poplar,** Erik Streed and Chris Hanson, 2001, 6 pages.

**Industrial Hemp,** D. Pfarr, M. Maxwell, K. Sannes, and K. Edberg, 2001, 7 pages.

All are available from the Minnesota Department of Agriculture • 90 West Plato Boulevard • St. Paul, MN 55107  
• phone: (651) 297-8916  
• e-mail: [meg.moynihan@state.mn.us](mailto:meg.moynihan@state.mn.us)  
• website: [www.mda.state.mn.us/mgo/publication/](http://www.mda.state.mn.us/mgo/publication/)

**Principles of Sustainable Weed Management,** Preston Sullivan, 1999, ATTRA, 22 pages.

This publication discusses a wide range of topics dealing with weed management, including: root cause of weeds, weed banks and germination, monoculture vs. biodiversity, management strategies, and costs. Available from ATTRA • P.O. Box 3657 • Fayetteville, AR 72702  
• phone: (800) 346-9140 • fax: (479) 442-9842 • e-mail: [webmaster@attra.org](mailto:webmaster@attra.org) • or see the full text on-line at: <http://www.attra.org/attra-pub/weed.html>

**Steel in the Field: A Farmer's Guide to Weed Management Tools**, Greg Bowman (editor), 1997, Sustainable Agriculture Network, 128 pages.

Real-life, on-farm agricultural experts explain how mechanical weed control works in their sustainable cropping systems. This publication features 37 weed management tools and highlights 22 farms across the United States. The book contains major sections for agronomic row, horticulture, and dryland cropping systems. Available from Sustainable Agriculture Publications • Hills Building, University of Vermont • Burlington, VT 05405 • phone: (301) 504-6425 • e-mail: san@nal.usda.gov • website: [www.sare.org](http://www.sare.org)

**A Whole-Farm Approach to Managing Pests**, 2000, Sustainable Agriculture Network, 20 pages.

By laying out ecological principles for managing pests and suggesting how to do so in real

Richard Ness  
discusses soil  
quality with Farm  
Beginnings™  
students.

farm situations, this bulletin helps producers design farm-wide approaches to control pests. Available from Sustainable Agriculture Publications • Hills Building, University of Vermont • Burlington, VT 05405 • phone: (301) 504-6425 • e-mail: san@nal.usda.gov • website: [www.sare.org](http://www.sare.org) • or see the full text of the first edition on-line at: [www.sare.org/farmpest/index.htm](http://www.sare.org/farmpest/index.htm)



## Soils

**Assessing the Soil System: A Review of Soil Quality Literature**, Ann Lewandowski and Mark Zumwinkle, 1999, Minnesota Department of Agriculture, 65 pages.

This publication is an introduction for non-soil scientists to the issues and terminology found in soil quality research. Topics covered include: defining soil quality, soil quality indicators, making assessments, and management impacts. It also provides suggestions for entry points into soil quality literature. Available from the Minnesota Department of Agriculture-ESAP • 90 West Plato Boulevard • St. Paul, MN 55107 • phone: (651) 296-7673 • fax: (651) 297-7678 • e-mail: [Mark.Zumwinkle@state.mn.us](mailto:Mark.Zumwinkle@state.mn.us) • or see the full text on-line at: [www.mda.state.mn.us/esap/sqlitreview.pdf](http://www.mda.state.mn.us/esap/sqlitreview.pdf)

**Building Soils for Better Crops**, 2nd edition, Fred Magdoff and Harold van Es, 2000, Sustainable Agriculture Network, 240 pages.

This publication discusses the importance of creating a balanced, diverse soil ecosystem in order to produce healthy crops. Ecological soil management can raise fertility while reducing environmental impacts. This book contains information about soil structure and the management practices that affect soils, as well as practical information like how to interpret soil test results. Available from Sustainable Agriculture Publications • Hills Building, University of Vermont • Burlington, VT 05405 • phone: (301) 504-6425 • e-mail: san@nal.usda.gov • website: [www.sare.org](http://www.sare.org)

**Fertile Soil: A Grower's Guide to Organic and Inorganic Fertilizers**, Robert Parnes, 1990, AgAccess, University of California, 210 pages.

This book gives a basic understanding of soil fertility. It includes sections on nutrient requirements for various plants and composting as well as many good tables with hard to find information. Available from Fertile Ground Books • 3912 Vale Ave. • Oakland, CA 94619  
• phone: (530) 298-2060 • Available from bookstores, or check your local library.

**Soil Management Series**, Ann Lewandowski (editor), 2000, Minnesota Institute for Sustainable Agriculture, Natural Resources and Conservation Service, and University of Minnesota Extension Service, publication no. PC-07398-GO, 5 volume set.

This 5-volume set is designed to help farmers maximize soil health and productivity and offers advice on how to make the best use of recommendations for soil management provided by extension services and other advisors.

The titles of the five volumes are: *Soil*

*Management, Compaction, Manure Management, Organic Matter Management, and Soil Biology and Soil Management*. Available from the University of Minnesota Extension Service Distribution Center • 405 Coffey Hall • 1420 Eckles Ave. • St. Paul, MN 55108  
• phone: (612) 624-4900 or (800) 876-8636  
• fax: (612) 625-6281 • e-mail: [order@extension.umn.edu](mailto:order@extension.umn.edu) • or see the full text on-line at: [www.extension.umn.edu/distribution/cropsystems/DC7398.html](http://www.extension.umn.edu/distribution/cropsystems/DC7398.html)

**Sustainable Soil Management**, Preston Sullivan, 1995, ATTRA, 34 pages.

This package contains information on sustainable soil management. Topics described include: soil composition, soil health assessment, organic matter and humus management, soil testing for chemical properties and plant nutrients, use of fertilizer, and tillage. Available from ATTRA • P.O. Box 3657 • Fayetteville, AR 72702 • phone: (800) 346-9140 • fax: (479) 442-9842 • e-mail: [webmaster@attra.org](mailto:webmaster@attra.org)  
• or see the full text on-line at: [www.attra.org/attra-pub/soilmgt.html](http://www.attra.org/attra-pub/soilmgt.html)

## Livestock

**Alternative Swine Production Systems Program**, Minnesota Institute for Sustainable Agriculture and the University of Minnesota's Swine Center.

This program seeks to provide research and promote low emission and low energy alternative pork production systems that are environmentally friendly and more profitable, and that support rural communities. The program has regular newsletters as well as several publications covering topics such as sustainable production, hoop structures, Swedish deep bedding, pasture systems, low antibiotics, and marketing. For more information, contact Wayne Martin • 385 Animal Science/Vet Med • 1988 Fitch Avenue • University of Minnesota • St. Paul, MN 55108 • phone: (612) 625-6224 or (toll-free) (877) ALT-HOGS  
• e-mail: [marti067@tc.umn.edu](mailto:marti067@tc.umn.edu)  
• website: [www.misa.umn.edu](http://www.misa.umn.edu)

**Bison Production**, Lance Gegner, 1999, ATTRA, 20 pages.

This publication discusses the advantages and disadvantages of raising bison and provides

information on pasturing, fencing, handling, marketing options, diseases, and parasites. It also provides a list of additional resources. Available from ATTRA • P.O. Box 3657 • Fayetteville, AR 72702 • phone: (800) 346-9140 • fax: (479) 442-9842 • e-mail: [webmaster@attra.org](mailto:webmaster@attra.org) • or see the full text on-line at: [www.attra.org/attra-pub/bison.html](http://www.attra.org/attra-pub/bison.html)

**Breeds of Livestock**, 2001, Department of Animal Science at Oklahoma State University.

This is an informational resource on breeds of livestock throughout the world, including cattle, goats, sheep, swine, horses, poultry, donkeys, llamas, yaks, buffalo, and camels. It also provides links to current research and other sites. It is searchable by breed name or region of the world. Only available on-line at: <http://www.ansi.okstate.edu/breeds/>

**Evaluating an Aquaculture Enterprise**, Lance Gegner, 2001, ATTRA, 17 pages.

This publication discusses the considerations and concerns that need to be weighed before

starting an aquaculture enterprise. These include goals, resources, regulations, species, production systems, marketing, and financial planning. It also provides further sources of information. Available from ATTRA

- P.O. Box 3657 • Fayetteville, AR 72702
- phone: (800) 346-9140 • fax: (479) 442-9842
- e-mail: webmaster@attra.org • or see the full text on-line at: [www.attra.org/attra-pub/aquaculture.html](http://www.attra.org/attra-pub/aquaculture.html)

**Farm Animal Behavior and Welfare, D.M Broom and A.F. Fraser, 1998, CAB International, 448 pages.**

This book offers a comprehensive look at animal behavior and handling for all farm animals. Available from CAB International Publishing

- 10 East 40th Street, Suite 3203 • New York, NY 10016 • phone: (212) 481-7018 or (800)-528-4841 • fax: (212) 686-7993
- e-mail: [cabi-nao@cabi.org](mailto:cabi-nao@cabi.org)

**Farm Animal Health: A Practical Guide, Patrick Cullen, 1991 (out-of-print), Pergamon Press.**

This book supplements the experience of farmers and livestock handlers with nontechnical descriptions of the normal physiology, specific diseases, and disease prevention for cattle, sheep, and pigs. Check your local library.

**Farm Animal Well-Being: Stress Physiology, Animal Behavior and Environmental Design, Solon Ewing, Donald Lay, and Eberhard Von Borell, 1998, Prentice Hall PTR, 357 pages.**

This book looks at the effects of stress on animal behavior. Topics covered include biology of the stress response, animal behavior and handling, and how to design the physical, social, and dietary environment for the animals. It includes a glossary as well as references. Available from Prentice Hall PTR

- phone: (800) 282-0693 • fax: (800) 835-5327
- website: [vlg.prenhall.com](http://vlg.prenhall.com)

**Fertilizing Crop Land with Beef Manure, Michael Schmitt and George Rehm, 1998, University of Minnesota Extension Service, publication no. FO-05882-GO, 4 pages.**

This bulletin is written for beef producers and provides agronomic information with which to optimize beef manure use. It covers manure sampling, developing spreading plans, equipment calibration, and the logistics of manure

application. Available from University of Minnesota Extension Service Distribution Center • 405 Coffey Hall • 1420 Eckles Ave. • St. Paul, MN 55108-6069 • phone: (612) 624-4900 or (800) 876-8636 • fax: (612) 625-6281

- e-mail: [order@extension.umn.edu](mailto:order@extension.umn.edu) • or see the full text on-line at: [www.extension.umn.edu/distribution/cropsystems/DC5882.html](http://www.extension.umn.edu/distribution/cropsystems/DC5882.html)

Also in same series:

**Fertilizing Crop Land with Dairy Manure,** publication no. FO-05880-GO, 4 pages. See in full text on-line at: [www.extension.umn.edu/distribution/cropsystems/DC5880.html](http://www.extension.umn.edu/distribution/cropsystems/DC5880.html)

**Fertilizing Crop Land with Swine Manure,** publication no. FO-05879-GO, 4 pages. See in full text on-line at: [www.extension.umn.edu/distribution/cropsystems/DC5879.html](http://www.extension.umn.edu/distribution/cropsystems/DC5879.html)

**Fertilizing Crop Land with Poultry Manure,** publication no. FO-05881-GO, 4 pages. See in full text on-line at: [www.extension.umn.edu/distribution/cropsystems/DC5881.html](http://www.extension.umn.edu/distribution/cropsystems/DC5881.html)

**Grass Based & Seasonal Dairying, Alice Beetz, 1996, ATTRA, 38 pages.**

This collection of information on dairying explores sustainable dairying, particularly grass-based and seasonal dairying. Topics include pasture as primary feed source for cattle, rotational grazing, seasonal dairying, breeds, and equipment. Available from ATTRA

- P.O. Box 3657 • Fayetteville, AR 72702
- phone: (800) 346-9140 • fax: (479) 442-9842
- e-mail: [webmaster@attra.org](mailto:webmaster@attra.org)
- or see the full text on-line at: [www.attra.org/attrapub/gbdairy.html](http://www.attra.org/attrapub/gbdairy.html)

**Grass Farmers, Allan Nation, 1993, Green Park Press, 224 pages.**

This book presents 37 success stories that will give you a real sense of can-do and insight into how people are running their operations. It discusses ideas that can be applied to any grass-based operation and a vision of the profits that can be earned in grass farming. Available from Acres U.S.A. • P.O. Box 91299 • Austin, TX 78709 • phone: (800) 355-5313 • fax: (512) 892-4448 • e-mail: [orders@acresusa.com](mailto:orders@acresusa.com)

- website: [www.acresusa.com](http://www.acresusa.com)
- or from the Stockman Grass Farmer • P.O. Box 2300 • Ridgeland, MS 39158 • phone: (800) 748-9808 • fax: (601) 853-8087 • website: [www.stockmangrassfarmer.com](http://www.stockmangrassfarmer.com)

**Grass Productivity**, André Voisin, 1988, Island Press, 353 pages.

This book is often referred to as the classic text for rotational grazing. It addresses grazing in detail including the following topics: periods of occupation, stay and rest, number of layout paddocks, fertilizer application, and grazing systems. The book also contains information from research centers and farms in the United States, Germany, France, New Zealand, and Great Britain. Available from bookstores, or check your local library.

**Grazing Reference Materials Manual**, UW-Extension and UW-Madison/Faculty, 1996, Center for Integrated Agricultural Systems, comprised of 51 different publications.

This manual is a solid collection of articles and publications on management intensive grazing, many of which contain worksheets. Sections include: goal setting and resource management, grazing systems, design and construction, animal management, forage management, housing and off-season feeding, and economic considerations. It also includes a good reference guide. Available from the Center for Integrated Agricultural Systems • 1450 Linden Drive • Room 146 Ag Hall • Madison, WI 53706  
• phone: (608) 262-5200 • fax: (608) 265-3020  
• e-mail: kmtaylor@aae.wisc.edu  
• website: [www.wisc.edu/cias/](http://www.wisc.edu/cias/)

**Grazing Systems Planning Guide**, Kevin Blanchet, Howard Moechnig, and Jodi DeJong-Hughes, 2000, University of Minnesota Extension Service and the Natural Resource Conservation Service, publication no. BU-07606-GO, 47 pages.

This publication acts as a step-by-step planning guide to starting a grazing operation. It offers information on paddock design and layout, fences, water systems, forages, soil fertility management, brush and weed control, and monitoring. It also includes an example and other references. Available from University of Minnesota Extension Service Distribution Center • 405 Coffey Hall • 1420 Eckles Ave.  
• St. Paul, MN 55108-6069 • phone: (612) 624-4900 or (800) 876-8636 • fax: (612) 625-6281  
• e-mail: [order@extension.umn.edu](mailto:order@extension.umn.edu)  
• or see the full text on-line at: [www.extension.umn.edu/distribution/livestocksystems/components/DI7606.pdf](http://www.extension.umn.edu/distribution/livestocksystems/components/DI7606.pdf)



**Hogs Your Way: Choosing a Hog Production System in the Upper Midwest**, Prescott Bergh, Gigi DiGiacomo, and Debra Elias Morse, 2001, Minnesota Institute for Sustainable Agriculture and University of Minnesota Extension Service, publication no. BU-7641, 84 pages.

This guide helps you define your goals and choose the hog production system best suited to your resources, goals, and values. It discusses conventional and alternative hog production methods, including Swedish deep bedding, pasture-based, and confinement. The publication also profiles farmers using these systems and lists additional resources. Available from University of Minnesota Extension Service Distribution Center • 405 Coffey Hall  
• 1420 Eckles Ave. • St. Paul, MN 55108-6069  
• phone: (612) 624-4900 or (800) 876-8636  
• fax: (612) 625-6281  
• e-mail: [order@extension.umn.edu](mailto:order@extension.umn.edu)  
• or see the full text on-line at: [www.extension.umn.edu/distribution/livestocksystems/DI7641.html](http://www.extension.umn.edu/distribution/livestocksystems/DI7641.html)

Matt Fendry, a 2001 Farm Beginnings™ student, on his farm outside of Lanesboro.

**Keeping Livestock Healthy: A Veterinary Guide to Horses, Cattle, Pigs, Goats & Sheep**, 4th Edition, N. Bruce et al., 2001, Storey Books, 352 pages.

This complete reference on livestock health is a thorough guide to preventing disease through good nutrition, proper housing, and appropriate care. This edition draws on the latest research from experts on each of the five animals covered—horses, cattle, pigs, goats, and sheep. It presents new information on vaccines, artificial insemination, ultrasonography, disease testing, drug treatments, and diseases such as Lyme disease, Potomac fever, blue-tongue, foot-and-mouth disease, and mad cow disease. Available from Storey Publishing, LLC • 210 MASS MoCA Way • North Adams, MA 01247 • e-mail: webmaster@storey.com • website: [www.storeybooks.com](http://www.storeybooks.com)

**Knee Deep in Grass**, Earl Fuller, Dennis Johnson, Brian Loeffler, and Helene Murray, 1996, University of Minnesota Extension Service, publication no. BU-06693-S, 30 pages.

This report highlights 29 Minnesota dairy grazing farms as a way to introduce the types of production and business management strategies associated with management intensive grazing (MIG). The report provides information about the effects of MIG on farm family quality of life and the type of equipment in operation on these farms. Available from University of Minnesota Extension Service Distribution Center • 405 Coffey Hall • 1420 Eckles Ave. • St. Paul, MN 55108-6069 • phone: (612) 624-4900 or (800) 876-8636 • fax: (612) 625-6281 • e-mail: [order@extension.umn.edu](mailto:order@extension.umn.edu) • or see the full text on-line at: <http://www.extension.umn.edu/distribution/livestocksystems/DI6693.html>

**Land Planning Guide**, Sam Bingham and Alan Savory, 1999, Island Press, 36 pages.

A companion guide to "Holistic Management: A New Framework for Decision Making" (see Farm Vision, Goal Setting section), this publication provides a comprehensive grazing planning model that allows for increased stock density while improving the environment. It covers managing stocking rates, stock density, herd effect, and timing. It also contains a wealth of information on financial, biological, and land planning and monitoring, and includes a number of useful forms and observation sheets. Available from The Center for Holistic

Management • 1010 Tijeras NW • Albuquerque, NM 87102 • phone: (505) 842-5252 • fax: (505) 843-7900 • e-mail: [center@holisticmanagement.org](mailto:center@holisticmanagement.org) • website: [www.holisticmanagement.org](http://www.holisticmanagement.org)

**The Lasater Philosophy of Cattle Raising**, Laurence Lasater, 1972, Texas Western Press, 69 pages.

This book provides an ecological approach to cattle raising. It offers insight and basic information applicable to any cattle operation (or other livestock operation) and describes the origins of the Beefmaster breed. It also covers Lasater's six essentials of cattle selection: weight, conformation, milking ability, hardiness, fertility, and disposition. Check your local library.

**Manure Management Alternatives: A Supplemental Manual**, Minnesota Department of Agriculture.

This publication is geared towards livestock producers and offers information on six technologies/systems for dealing with manure: composting, vegetative filter strips, mechanical separation, anaerobic digestion, gasification, and odor control. It also includes a glossary. Available from the Minnesota Department of Agriculture • 90 West Plato Boulevard • St. Paul, MN 55107 • phone: (651) 296-3820 • e-mail: [Matt.Drewitz@state.mn.us](mailto:Matt.Drewitz@state.mn.us) • website: [www.mda.state.mn.us/fmmac/default.htm#links](http://www.mda.state.mn.us/fmmac/default.htm#links)

**Manure Management in Minnesota**, Michael Schmitt, 1999, University of Minnesota Extension Service, publication no. FO-03553-GO, 4 pages.

This bulletin outlines manure characteristics, application factors, use, and crops. It includes a worksheet to aid in analyzing nutrients for crop use. Available from University of Minnesota Extension Service Distribution Center • 405 Coffey Hall • 1420 Eckles Ave. • St. Paul, MN 55108-6069 • phone: (612) 624-4900 or (800) 876-8636 • fax: (612) 625-6281 • e-mail: [order@extension.umn.edu](mailto:order@extension.umn.edu) • or see the full text on-line at: [www.extension.umn.edu/distribution/cropsystems/DC3553.html](http://www.extension.umn.edu/distribution/cropsystems/DC3553.html)

**The Organic Decision: Transitioning to Organic Dairy Production**, Steve Richards, Steve Bulkley, Craig Alexander, Janice Degni, Wayne Knoblauch, and Dan

Demaine, 2002, Cornell University, publication no. EB 2002-02.

This workbook helps you explore transitioning from conventional dairy farming to organic production. It guides you through questions about market stability, production costs, and herd health. After completing the workbook, you should have a business plan, a budget, and an action plan to follow. Available from the Department of Applied Economics and Management • Attn: Faye Butts • 358 Warren Hall • Cornell University • Ithaca, NY 14853-7801 • phone: (607) 254-7412 • e-mail: fsb1@cornell.edu • website: aem.cornell.edu

**The Organic Field Crop Handbook**, Second Edition, Janet Wallace, editor, 2001, Canadian Organic Growers.

This book is a practical reference guide for both organic field crop farmers and conventional farmers who are considering making the transition to organic farming. The handbook contains updated information on growing methods, organic certification, and the economics of organic farming in Canada. Part of the book is devoted to detailed descriptions of how to grow various field crops. Based on interviews with successful organic farmers from across Canada, each crop profile includes information on suitable crop rotations, intercropping, seeding rates, weed and pest control, harvesting methods, and more. Available from Canadian Organic Growers • 125 South Knowlesville Road • Knowlesville, NB, Canada E7L 1B1 • phone: (506) 375-7383 • fax: (506) 375-4221 • e-mail: office@cog.ca • website: www.cog.ca

**The Organic Livestock Handbook**, Anne Macey, editor, 2000, Canadian Organic Growers.

This spiral bound guide is a comprehensive review of information on organic livestock production. Farmers provided details of the actual livestock management practices used on their farms. The principles and practices outlined are applicable to any scale of production. Available from Canadian Organic Growers • 125 South Knowlesville Road • Knowlesville, NB, Canada E7L 1B1 • phone: (506) 375-7383 • fax: (506) 375-4221 • e-mail: office@cog.ca • website: www.cog.ca

**Pasture Management Guide for Livestock Producers**, 1998 (revised), Iowa State University Extension, publication no. PM 1713.

This excellent guide covers pasture management for producers of horses and other livestock. It describes practices for increasing production and profits through improved grassland management. Available from ISU Extension Distribution • 119 Printing and Publications Bldg. • Iowa State University • Ames, IA 50011-3171 • phone: (515) 294-5247 • fax: (515) 294-2945 • e-mail: pubdist@exnet.iastate.edu • website: www.extension.iastate.edu

**Pastured Poultry—An HPI Case Study Booklet**, Anne Fanatico, 2000, ATTRA and Heifer Project International, 34 pages.

This publication follows the experiences of farmers trying pastured poultry for the first time and features four farmers in close-ups. Highlighted topics include: brooding, pen construction, weather, pasture management, feeding, mortality, processing, marketing, labor and earnings, and quality of life. Available from ATTRA • P.O. Box 3657 • Fayetteville, AR 72702 • phone: (800) 346-9140 • fax: (479) 442-9842 • e-mail: webmaster@attra.org • or see the full text on-line at: [www.attra.org/attra-pub/pasturedpoultry.html](http://www.attra.org/attra-pub/pasturedpoultry.html)

**Pastured Poultry Profits**, Joel Salatin, 1996, Chelsea Green Publishing, 334 pages.

This book describes a proven production method that is capable of producing a sizeable income off of a small acreage. It provides great detail about all aspects of raising and marketing poultry on pasture. Available from Chelsea Green Publishing • P.O. Box 428 • White River Junction, VT 05001 • phone: (800) 639-4099 • fax: (802) 295-6444 • website: [www.chelseagreen.com](http://www.chelseagreen.com)

**Pastures for Profit: A Guide to Rotational Grazing**, Dan Undersander, Beth Albert, Dennis Cosgrove, Dennis Johnson and Paul Peterson, 2002 (revised), University of Wisconsin-Extension, publication no. A3529, 38 pages.

This publication is a good overall introduction to rotational grazing. It includes information on pasture basics, setting grazing management goals, setting up a rotational grazing system,

and possible problems. It also gives examples of three Wisconsin grazing farms—dairy, sheep, and beef. A short glossary of terms and an additional resources list is included at the end. Available from University of Wisconsin Cooperative Extension Publications • 45 N. Charter Street • Madison, WI 53715 • phone: (608) 262-3346 or tollfree (877) 947-7827

**Practical Sheep Dairying**, Olivia Mills, 1992, Thorson's Publishing, 320 pages.

This book is a comprehensive guide to raising dairy sheep. Topics covered include how to start a dairy flock, selecting ewes, management of dairy ewes, rams and lambs, milking techniques, flock health, and marketing sheep dairy products. Check your local library.

**Profitable Poultry: Raising Birds on Pasture**, 2002, Sustainable Agriculture Network, 16 pages.

This bulletin features farmer experiences plus the latest research in a new guide to raising chickens and turkeys using pens, movable fencing, and pastures. With original ideas for marketing poultry products and a page of additional, expert resources, the bulletin offers a jumping-off point for new producers. Available from Sustainable Agriculture Publications

- Hills Building, University of Vermont
- Burlington, VT 05405 • phone: (301) 504-6425
- e-mail: san@nal.usda.gov • website: [www.sare.org](http://www.sare.org/bulletin/poultry) • or view the full text on-line: <http://www.sare.org/bulletin/poultry>
- download bulletin at: [www.sare.org/bulletin/poultry/poultry.pdf](http://www.sare.org/bulletin/poultry/poultry.pdf)

**Quality Pasture: How to Create it, Manage it, and Profit from it**, Allan Nation, 1995, Green Park Press, 288 pages.

This book offers down-to-earth, low-cost tactics to create high-energy pasture that will reduce or eliminate expensive inputs or purchased feeds. It gives real-life examples using seasonal dairying, beef production, baby calf rearing, and multi-species grazing. The book covers pasture silage making, stored forages, extending the grazing season, a drought management plan, and wet weather tips. Available from Acres U.S.A. • P.O. Box 91299 • Austin, TX 78709 • phone: (800) 355-5313 • fax: (512) 892-4448 • e-mail: [orders@acresusa.com](mailto:orders@acresusa.com)

- website: [www.acresusa.com](http://www.acresusa.com)
- or from the Stockman Grass Farmer
- P.O. Box 2300 • Ridgeland, MS 39158

- phone: (800) 748-9808 • fax: (601) 853-8087
- e-mail: [bpetrucci@niu.edu](mailto:bpetrucci@niu.edu)
- website: [www.stockmangrassfarmer.com](http://www.stockmangrassfarmer.com)

**Rotational Grazing**, Alice Beetz, 1999, ATTRA, 105 pages.

This diverse compilation of resources describes how to manage pastures and grazing animals to more profitably utilize the farm's resources. Available from ATTRA • P.O. Box 3657 • Fayetteville, AR 72702

- phone: (800) 346-9140 • fax: (479) 442-9842
- e-mail: [webmaster@attra.org](mailto:webmaster@attra.org)
- or see the full text on-line at: <http://www.attra.org/attra-pub/rotategr.html>

**Salad Bar Beef**, Joel Salatin, 1996, Chelsea Green Publishing, 368 pages.

Salatin explains how his farm makes a large profit from a small beef herd. This book is a complete how-to guide for successfully and profitably entering the natural, grass-fed beef business. Available from Chelsea Green Publishing • P.O. Box 428 • White River Junction, VT 05001 • phone: (800) 639-4099

- fax: (802) 295-6444 • website: [www.chelseagreen.com](http://www.chelseagreen.com)

**Small Dairy Resource Book**, Vicki Dunaway, 2000, Sustainable Agriculture Network, 56 pages.

This publication provides a list of resources intended for farmers and others interested in adding value to dairy products. The resources cover such topics as on-farm cheesemaking, ice cream, butter, dairy processing, raising dairy animals, business and marketing, food safety, and feeds and grazing. Available from Sustainable Agriculture Publications • Hills Building, University of Vermont • Burlington, VT 05405 • phone: (301) 504-6425 • e-mail: [san@nal.usda.gov](mailto:san@nal.usda.gov) • or see the full text on-line at: [www.sare.org/handbook/dairy](http://www.sare.org/handbook/dairy)

**Small-Scale Livestock Farming: A Grass-Based Approach for Health, Sustainability, and Profit**, Carol Ekarius, 1999, Storey Books, 217 pages.

This thorough guide will help you produce healthier animals, reduce feed and health care costs, and maximize profits. Through case studies of successful farmers, this book shares details on every facet of livestock farming with insights for working with nature instead of against it. Topics covered include: choosing

suitable livestock, understanding housing, fencing, and feeding needs, animal husbandry, animal health, marketing strategies, and help in creating a complete financial and biological farm plan. Available from Storey Publishing, LLC • 210 MASS MoCA Way • North Adams, MA 01247 • e-mail: webmaster@storey.com • website: [www.storeybooks.com/](http://www.storeybooks.com/)

### **The Stockman's Guide to Range Livestock Watering from Surface Sources, 36 pages.**

This book covers a broad range of topics, from water quality and why it's important for your animals, to the benefits of improved watering systems. Nine different methods of getting water to your animals that minimize risks to herd health are illustrated with photos and drawings. A workbook at the back of the book takes the reader through a step by step costing analysis of each alternative. Available from Prairie Agricultural Machinery Institute • Box 1900 • Humbolt, SK, Canada S0K 2A0 • phone: (800) 567-7264 or (306) 682-5033

### **Stockman Grass Farmer, monthly magazine, Mississippi Valley Publishing Corporation**

This magazine focuses on grazing and pasture management. It contains very informative articles about all aspects of rotational grazing, livestock management, and other sustainable farming topics. Available from Stockman Grass Farmer • P.O. Box 2300 • Ridgeland, MS 39158 • phone: (800) 748-9808 • fax: (601) 853-8087 • website: [www.stockmangrassfarmer.com/sgf](http://www.stockmangrassfarmer.com/sgf)

### **The Stockman's Handbook, M.E. Ensminger, 1993, Pearson Education, 1040 pages.**

This book is a comprehensive resource on modern livestock science relative to all species of four-footed animals. It places emphasis on modern technology for large-scale production. Topics covered include: behavior, breeding, feeding, management, buildings and equipment, marketing, showing, business aspects, breed associations, law, and health. Available from bookstores, or check your local library.



### **Storey's Livestock Series, Storey Books.**

This series of books deals with the many aspects of livestock production. Each book is a comprehensive, practical guide that covers such topics as facilities, behavior and handling, breeding and genetics, health care, and production enterprises for the specified livestock. Each book also contains a glossary. The series is comprised of:

**2001 Farm Beginnings™ student Jennifer Mark on her farm outside Houston, MN.**

**Storey's Guide to Raising Beef Cattle,** Heather Thomas-Smith, 2001, Storey Books, 352 pages.

**Storey's Guide to Raising Chickens,** Gail Damerow, 2001, Storey Books, 352 pages.

**Storey's Guide to Raising Dairy Goats,** Jerome and Jerry Belanger, 2000, Storey Books, 288 pages.

**Storey's Guide to Raising Pigs,** Kelly Klober, 2000, Storey Books, 320 pages.

**Storey's Guide to Raising Sheep,** Paula Simmons and Carol Ekarius, 2000, Storey Books, 400 pages

All are available from Storey Publishing, LLC

- 210 MASS MoCA Way • North Adams, MA

- 01247 • e-mail: [webmaster@storey.com](mailto:webmaster@storey.com)

- website: [www.storeybooks.com/](http://www.storeybooks.com/)

### **Sustainable Chicken Production, Anne Fanatico, 1994, ATTRA, 43 pages.**

This publication contains materials from many sources on market potential for chickens and eggs not produced under factory-farm conditions. Alternative chicken production

**Robin Whitney**  
**(2000 Farm**  
**Beginnings™**  
**student)**  
**"learns by**  
**doing" on Mary**  
**Doerr's farm.**

may involve a range of components and emphasizes preventative measures for health maintenance, sound nutrition, and innovative marketing. Available from ATTRA • P.O. Box 3657 • Fayetteville, AR 72702  
 • phone: (800) 346-9140 • fax: (479) 442-9842  
 • e-mail: webmaster@attra.org  
 • or see the full text on-line at:  
[www.attra.org/attra-pub/PDF/chicken.pdf](http://www.attra.org/attra-pub/PDF/chicken.pdf)

**Sustainable Goat Production:** Overview, Linda Coffey, Ann Wells, and Richard Earles, 2001, ATTRA, 12 pages.

This publication covers general aspects of raising goats, including grazing, supplemental feeding, health concerns (including parasite control), reproduction, kid management, and marketing. It should be used in conjunction with other publications relating to dairy, meat, cashmere, or mohair goats. This publication also includes a list of additional resources. Available from ATTRA • P.O. Box 3657 • Fayetteville, AR 72702  
 • phone: (800) 346-9140 • fax: (479) 442-9842  
 • e-mail: webmaster@attra.org  
 • or see the full text on-line at:  
[www.attra.org/attra-pub/goatoverview.html](http://www.attra.org/attra-pub/goatoverview.html)

**Sustainable Sheep Production,** Ann Wells, Lance Gegner, and Richard Earles, 2000, ATTRA, 12 pages.

This publication covers many aspects of sheep production including pasture and range grazing, alternative health strategies (parasites & diseases), marketing, and industrial development. It also provides additional sources of information. Available from ATTRA • P.O. Box 3657 • Fayetteville, AR 72702 • phone: (800) 346-9140 • fax: (479) 442-9842 • e-mail: webmaster@attra.org • or see the full text on-line at:  
[www.attra.org/attra-pub/sheep.html](http://www.attra.org/attra-pub/sheep.html)

**Sustaining the Land, People, Animals, and Communities: A Case for Livestock in Sustainable Agriculture,** Denny Caneff, 1993, Midwest Sustainable Agriculture Working Group, 26 pages.

This short report gives an overview of the current trends in livestock production and makes a case for sustainable livestock enterprises. It offers several policy options and market responses for farmers, consumers, farm organizations, and others concerned about healthy



animals, healthy communities, the family farm system, a healthy environment, and a healthy food supply. Available from the Midwest Sustainable Agriculture Working Group • 110 Maryland Ave. NE • P.O. Box 76 • Washington, DC 20002 • phone: (202) 547-5754

**Swine Source Book: Alternatives for Pork Producers,** Julia Tranquilla (compiler), 1999, University of Minnesota Extension Service, publication no. PC-7289-S, 100+ pages.

This three-ring binder is a thorough compilation of educational and popular press publications about alternative swine production systems, including hoop houses, Swedish deep bedding, and pasture. Available from University of Minnesota Extension Service Distribution Center • 405 Coffey Hall • 1420 Eckles Ave.  
 • St. Paul, MN 55108-6069 • phone: (612) 624-4900 or (800) 876-8636 • fax: (612) 625-6281  
 • e-mail: [order@extension.umn.edu](mailto:order@extension.umn.edu)  
 • website: [www.extension.umn.edu](http://www.extension.umn.edu)

**Udder Sense: A Search for Low-Cost Sustainable Strategies of Resourceful Dairy Farmers**, Larry Krcil and Shawn Gralla, 1995, Center for Rural Affairs, 30 pages.

This publication is a collection of farmer interviews and on-farm research results that explore low-cost, sustainable dairy farming alternatives. It provides many good ideas and strategies to consider. Available from the Center for Rural Affairs • 101 S Tallman St. • P.O. Box 406 • Walthill, NE 68067 • phone: (402) 846-428 • fax: (402) 846-5420 • e-mail: info@cfra.org • website: [www.cfra.org/resources/publications.htm](http://www.cfra.org/resources/publications.htm)



## **Fruits, Vegetables and Flowers**

**Midwest Vegetable Production Guide for Commercial Growers 2004**, Dan Egel et al., 2004, Purdue University, 100+ pages.

This comprehensive publication offers general information on all aspects of growing vegetables, including pest control, registered herbicides, pesticides, and fungicides and their appropriate applications, and watering. Specific recommendations for a wide variety of vegetable crops are also provided. Available on-line through Purdue University Entomology Extension: [www.entm.purdue.edu/entomology/ext/targets/ID](http://www.entm.purdue.edu/entomology/ext/targets/ID)

**Minnesota Fruit and Vegetable IPM News**, newsletter, University of Minnesota Extension Service and the Minnesota Department of Agriculture.

This newsletter provides vegetable and fruit crop IPM information, including the most current pest activity data, chemical and non-chemical control options, and research summaries on a variety of topics. Available on-line at: [www.vegedge.umn.edu/MNFRUIT&VegNews/mnindex.htm](http://www.vegedge.umn.edu/MNFRUIT&VegNews/mnindex.htm) or in pdf format at: [www.mda.state.mn.us/biocon/fruitreports/default.htm](http://www.mda.state.mn.us/biocon/fruitreports/default.htm)

**The New Organic Grower: A Master's Manual of Tools and Techniques for the Home and Market Gardener**, Elliot Coleman, 2002 (revised), Chelsea Green Publishing, 352 pages.

This is a practical reference for small-scale produce farmers and gardeners. Several sections are devoted to the business side of running a small farm such as marketing, getting part-time

help, and capitalization. However, much of the book is a "how-to" manual for growing healthy, organic produce for market. Available from Chelsea Green Publishing • P.O. Box 428

- White River Junction, VT 05001 • phone: (800) 639-4099 • fax: (802) 295-6444
- website: [www.chelseagreen.com](http://www.chelseagreen.com)

**Nutrient Management for Commercial Fruit and Vegetable Crops in Minnesota**, Carl Rosen and Roger Eliason, 1994, University of Minnesota Extension Service, publication no. BU-5886-E, 22 pages.

This book offers a concise and comprehensive look at nutrient requirements for most fruit and vegetable crops. Available from University of Minnesota Extension Service Distribution Center • 405 Coffey Hall • 1420 Eckles Ave.

- St. Paul, MN 55108-6069 • phone: (612) 624-4900 or (800) 876-8636 • fax: (612) 625-6281
- e-mail: [order@extension.umn.edu](mailto:order@extension.umn.edu)
- or see the full text on-line at: [www.extension.umn.edu/distribution/cropsystems/DC5886.html](http://www.extension.umn.edu/distribution/cropsystems/DC5886.html)

**Organic Greenhouse Vegetable Production**, Lane Greer and Steve Diver, 2000, ATTRA, 19 pages.

This publication provides information about the greenhouse vegetable industry, niches for small growers, organic fertility programs, soil culture, bag culture, shallow bed culture, strawbale culture, and economics. Available from ATTRA • P.O. Box 3657 • Fayetteville, AR 72702 • phone: (800) 346-9140 • fax: (479) 442-9842 • e-mail: [webmaster@attra.org](mailto:webmaster@attra.org)

- or see the full text on-line at [attra.ncat.org/attra-pub/ghveg.html](http://attra.ncat.org/attra-pub/ghveg.html)

**Overview of Organic Fruit Production,**  
Guy Ames and George Kuepper, 2000,  
ATTRA, 19 pages.

This publication discusses marketing, cultural practices, fertilization, pests, weed control, and obstacles. Available from ATTRA • P.O. Box 3657 • Fayetteville, AR 72702 • phone: (800) 346-9140 • fax: (479) 442-9842  
 • e-mail: webmaster@attra.org  
 • or see the full text on-line at:  
[www.attra.org/attra-pub/fruitover.html](http://www.attra.org/attra-pub/fruitover.html)

**Post-harvest Handling of Fruits and Vegetables,** Janet Bachmann and Richard Earles, 2000, ATTRA, 19 pages.

This publication covers post-harvest practices suitable for small-scale operations, and points out the importance of production and harvesting techniques for improving quality and storability. Various methods for cooling fresh produce are discussed, and resources are listed for further information, equipment, and supplies. Available from ATTRA • P.O. Box 3657  
 • Fayetteville, AR 72702  
 • phone: (800) 346-9140 • fax: (479) 442-9842  
 • e-mail: webmaster@attra.org  
 • or see the full text on-line at:  
[www.attra.org/attra-pub/postharvest.html](http://www.attra.org/attra-pub/postharvest.html)

**Season Extension Techniques for Market Gardeners,** Janet Bachmann and Richard Earles, 2000, ATTRA, 24 pages.

This publication contains information about cultural practices, mulches, floating row cover, slit and punched row cover, cold frames, high tunnels, shade cloth, economics, and resources for additional information. Available from ATTRA • P.O. Box 3657 • Fayetteville, AR 72702 • phone: (800) 346-9140 • fax: (479) 442-9842 • e-mail: webmaster@attra.org  
 • or see the full text on-line at:  
[attra.ncat.org/attra-pub/seasonext.html](http://attra.ncat.org/attra-pub/seasonext.html)

**Simple and Successful Vegetable Farming,** Nigatu Tadesse, 2000, University of Minnesota Extension Service, publication no. EP-07616-GO, educational package with video.

This educational package presents the fundamentals of vegetable farming management in

clear simple English. Four publications are included with a video, each of which can also be ordered separately: *How to Pick, Store and Sell the Vegetables You Grow* (#7619); *How to Keep Your Soil Healthy* (#7620); *How to Protect Your Crops from Pests: IPM* (#7617); *How to Sell Your Crops: Markets* (#7618). These will be helpful to any farmer needing basic information about vegetable farming, but especially helpful for immigrant farmers with minimal English literacy. These educational packets are also available in Hmong (#EP-07475) and Spanish (#07474). Available from University of Minnesota Extension Service Distribution Center • 405 Coffey Hall • 1420 Eckles Ave.  
 • St. Paul, MN 55108-6069 • phone: (612) 624-4900 or (800) 876-8636 • fax: (612) 625-6281  
 • e-mail: order@extension.umn.edu  
 • or view on-line at: [www.extension.umn.edu/distribution/horticulture/DG7616.html](http://www.extension.umn.edu/distribution/horticulture/DG7616.html)

**Suppliers of Seed for Certified Organic Production (Including Untreated and Non-GMO Seed),** Katherine Adam, 2002, ATTRA, 8 pages.

This list includes companies that can supply hard-to-find untreated, heirloom, and organic vegetable seed or have pledged not to knowingly sell genetically engineered seed. Some companies also offer a good selection of open-pollinated seeds and plants. A number of sources of organic grain seed are included. Available from ATTRA • P.O. Box 3657  
 • Fayetteville, AR 72702 • phone: (800) 346-9140 • fax: (479) 442-9842 • e-mail: webmaster@attra.org • or see the full text on-line at:  
[www.attra.org/attra-pub/altseed.html](http://www.attra.org/attra-pub/altseed.html)

**Sustainable Cut Flower Production,** Lane Greer, 2000, ATTRA, 24 pages.

This publication discusses marketing, climate, trade organizations, conferences, literature, and a species list for cut flower production. Available from ATTRA • P.O. Box 3657 • Fayetteville, AR 72702 • phone: (800) 346-9140 • fax: (479) 442-9842 • e-mail: webmaster@attra.org • or see the full text on-line at: [www.attra.org/attra-pub/cutflower.html](http://www.attra.org/attra-pub/cutflower.html)

**Sustainable Vegetable Production from Start-up to Market**, Vernon P Grubinger, 1999, Natural Resource, Agriculture, and Engineering Service (NRAES), publication no. NRAES-104, 268 pages.

This book address concepts and terminology associated with sustainable and organic production philosophies, production practices (soil fertility management, on-farm composting, crop rotations, cover crops and green manures, tillage and field preparation, seeds and transplants, weed control, etc.) as well as business planning and marketing. It include farmer profiles and many useful tables and sidebars. Available from NRAES, Cooperative Extension • PO Box 4557 • Ithaca, NY 14852-4557 • phone: (607) 255-7654 • fax: (607) 254-8770 • e-mail: [nraes@cornell.edu](mailto:nraes@cornell.edu)  
• website: [www.nraes.org](http://www.nraes.org)

**VegEdge**, National IPM Network and the University of Minnesota Extension Service website.

This website provides timely information about all aspects of vegetable crop integrated pest management (IPM), with particular focus on insect pest management in the Midwestern United States. The information is provided as an aid to assist growers, processors, and crop consultants in making IPM decisions. The site includes insect pest fact sheets, a searchable database, and links to various IPM projects throughout the Midwest. It also provides links to several IPM newsletters. Only available online: [www.vegedge.umn.edu/](http://www.vegedge.umn.edu/)

# Educational Opportunities

**2004 Directory of CSA Farms**, updated annually, Land Stewardship Project.

This publication provides a listing of Community Supported Agriculture (CSA) farms in Minnesota and Western Wisconsin. Although it is not an internship directory, it is a good listing of farms that beginning farmers can use as a resource to seek advice, connections, and possible internships or other work experience. Available from the Land Stewardship Project  
• 2200 Fourth Street • White Bear Lake, MN 55110 • phone: (651) 653-0618 • fax: (651) 653-0589 • e-mail: [bdevore@landstewardshipproject.org](mailto:bdevore@landstewardshipproject.org) • or see the full text on-line at: [/landstewardshipproject.org/csa.html](http://landstewardshipproject.org/csa.html)

**Agricultural Education Programs, Minnesota State Colleges and Universities.**

This program offers many two- and four- year programs for specific areas of interest. To find a program in your area, try searching on <http://www.mnscu.edu/Student/FindAProgram.html>, or contact MnSCU • 500 World Trade Center • 30 East 7th Street • St. Paul, MN 55101 • phone: (888) MnSCU-4-U (667-2848) or (651) 296-8012 • e-mail: [darla.senn@so.mnscu.edu](mailto:darla.senn@so.mnscu.edu). As an example, Ridgewater College in Willmar

and Hutchinson offers a two-year Farm Operation and Management program with an opportunity to specialize in several fields, including dairy, crop, or poultry. For more information on that program, contact [www.ridgewater.mnscu.edu/courses/technical/farm\\_oper.html](http://www.ridgewater.mnscu.edu/courses/technical/farm_oper.html)

**Center for Agroecology and Sustainable Food Systems (CASFS), University of California, Santa Cruz.**

Each year the Center's Apprenticeship on Ecological Horticulture provides 35 students with an intensive, six-month training course in basic organic gardening and farming techniques. During the course apprentices receive more than 200 hours of formal instruction in the classroom, small group classes in the field and on field trips, and over 800 hours of hands-on training. For more information contact the CASFS • University of California • 1156 High Street • Santa Cruz, CA 95064  
• phone: (408) 459-4140 • fax: (408) 459-2799  
• e-mail: [martha@zzyx.ucsc.edu](mailto:martha@zzyx.ucsc.edu) • website: [zzyx.ucsc.edu/casfs/](http://zzyx.ucsc.edu/casfs/)

**Educational and Training Opportunities in Sustainable Agriculture**, 15th Edition, Jane Potter Gates and volunteer staff, 2002, Alternative Farming Systems Information Center.

This directory deals primarily with sustainable agriculture alternatives. Available from the Alternative Farming Systems Information Center • National Agriculture Library, Room 304 • 10301 Baltimore Ave. • Beltsville, MD 20705-2351 • phone: (301) 504-6559 • fax: (301) 504-6409 • e-mail: afsic@nal.usda.gov • or see the full text on-line at: [www.nal.usda.gov/afsic/AFSIC\\_pubs/edtr.htm](http://www.nal.usda.gov/afsic/AFSIC_pubs/edtr.htm)

**Farm Beginnings™ Program, Land Stewardship Project.**

Originally based in southeast Minnesota, this educational and apprenticeship program is also now available in western Minnesota. It is designed to provide beginning farmers with a combination of hands-on experience and classroom instruction. The year-long program provides participants with direct contacts to local sustainable farmers. It includes a winter workshop series, hands-on apprenticeships, business planning and alternative marketing assistance. For more information contact Karen Stettler • Land Stewardship Project Southeastern Office • 180 E. Main St. • P.O. Box 130 • Lewiston, MN 55952 • phone: (507) 523-3366 • fax: (507) 523-2729 • e-mail: stettler@landstewardshipproject.org Or contact Amy Bacigalupo • Land Stewardship Project Western Office • 103 W. Nichols • Montevideo, MN 56265 • phone: (320) 269-2105 • fax: (320) 269-2190 • e-mail: amyb@landstewardshipproject.org • website: [www.landstewardshipproject.org/programs\\_farmbeginnings.html](http://www.landstewardshipproject.org/programs_farmbeginnings.html)

**Michael Fields Agricultural Institute (MFAI), East Troy, Wisconsin.**

MFAI is a public, non-profit education and research organization committed to promoting viable food and farming systems that conserve resources, are ecologically sustainable, and are economically viable. MFAI offers a six-month student internship program, various short courses, weekend workshops, conferences, and

field days that train beginning and established farmers and educators, in sustainable, organic, and biodynamic farming methods. For more information, contact the Michael Fields Agricultural Institute • W2493 County Road ES • East Troy, WI 53120 • phone: (262) 642-3303 • fax: (262) 642-4028 • e-mail: [mfa@michaelfieldsagainst.org](mailto:mfa@michaelfieldsagainst.org) • website: [michaelfieldsagainst.org/](http://michaelfieldsagainst.org/)

**Energy and Sustainable Agriculture Program (ESAP) Field Days, Minnesota Department of Agriculture Field Days.**

Farmers and researchers that received Sustainable On-Farm demonstration grants hold various field days and tours throughout greater Minnesota during the spring, summer, and fall. For more information, check the ESAP website: [www.mda.state.mn.us/esap/](http://www.mda.state.mn.us/esap/) • or contact Mary Hanks: (651) 296-1277

**MISA Internship Directory, Minnesota Institute for Sustainable Agriculture (MISA).**

MISA maintains a continually updated file on internship opportunities in fields relating to sustainable agriculture. Available from MISA • 411 Borlaug Hall • University of Minnesota • St. Paul, MN 55108 • phone: (612) 625-8235 or (800) 909-MISA (6472) • e-mail: [misamail@umn.edu](mailto:misamail@umn.edu) • website: [www.misa.umn.edu](http://www.misa.umn.edu)

**Sustainable Farming Association (SFA) of Minnesota, Regional chapters throughout the state.**

The Sustainable Farming Association of Minnesota (SFA) provides a support network for farmers and networks with other organizations and agencies. The SFA facilitates educational opportunities for both members and the public about economically and environmentally sound agriculture practices. Each chapter plans and organizes various field days and workshops. For more information contact SFA of Minnesota • c/o Mary Jo Forbord • 29731 302 Street • Starbuck, MN 56381 • phone: (320) 760-8732 or (866) 760-8732 (toll free in MN) • e-mail: [sustainablefarming@hcinet.net](mailto:sustainablefarming@hcinet.net) • website: [www.sfa-mn.org](http://www.sfa-mn.org)

**Sustainable Farming Internships and Apprenticeships Resource List**, Katherine Adam, (revised annually), ATTRA.

This publication lists organizations and individuals offering internships, educational programs, and apprenticeships throughout the United States and Canada. Available from ATTRA • P.O. Box 3657 • Fayetteville, AR 72702 • phone: (800) 346-9140 • fax: (479) 422-9842 • e-mail: [webmaster@attra.org](mailto:webmaster@attra.org) • or see the full text for the North Central Region on-line at: [attra.ncat.org/attra-pub/intern.html](http://attra.ncat.org/attra-pub/intern.html)

**Wisconsin School for Beginning Dairy Farmers**, University of Wisconsin, College of Agricultural and Life Science, Center for Integrated Agricultural Systems (CIAS) and Farm and Industry Short Course, and the Wisconsin DATCP Farm Link Service.

This nine-month program is designed to help interested, qualified people get started in sustainable grass-based dairy farming. The program offers a combination of training, financial support, mentoring, and internships. It is based at the University of Wisconsin, Madison. For more information, contact the Wisconsin School for Beginning Dairy Farmers • c/o CIAS • 1450 Linden Drive, Room 146 • Madison, WI 53706-1562 • phone: (608) 262-5200 or (608) 588-2836 • e-mail: [rlcates@mhtc.net](mailto:rlcates@mhtc.net) • website: [www.wisc.edu/cias/schools/dairysch.html](http://www.wisc.edu/cias/schools/dairysch.html)

**Wisconsin School for Beginning Market Gardeners**

This school at the University of Wisconsin, Madison offers a three-day, intensive course focusing on sustainable production and direct marketing as well as initial start-up strategies. For more information contact the Wisconsin School for Beginning Market Gardeners • c/o CIAS • 1450 Linden Drive • UW-Madison • Madison, WI 53706 • phone: (608) 265-3704 • fax: (608) 265-3020 • e-mail: [jhendric@facstaff.wisc.edu](mailto:jhendric@facstaff.wisc.edu) • website: [www.wisc.edu/cias/schools/mktgardn.html](http://www.wisc.edu/cias/schools/mktgardn.html)



# Organizations

**Minnesota Grown Opportunities (MGO),** a collaboration of the Minnesota Department of Agriculture (MDA), the Agricultural Utilization Research Institute, and the University of Minnesota.

MGO provides one-stop access to information about diversification opportunities in Minnesota agriculture. This collaboration was established to assist Minnesota producers in diversifying their farming operation by coordinating state agency support. The MGO website has hundreds of pages of links to information on diversification opportunities: cropping, livestock, farming systems, marketing, organic, and value-added options. They also have a library of print information that includes publications and resources not available on-line and information on diversification options not individually highlighted on their site. You can submit diversification questions via the website ("Have a Question").

- MDA • Minnesota Grown Opportunities
- 90 West Plato Boulevard • St. Paul, MN 55107 • phone: (651) 297-8916
- e-mail: meg.moynihan@state.mn.us
- website: [www.mda.state.mn.us/mgo](http://www.mda.state.mn.us/mgo)

**Minnesota Institute for Sustainable Agriculture (MISA),** a partnership between the College of Agricultural, Food and Environmental Sciences at the University of Minnesota and the Sustainers' Coalition (a group of community nonprofit organizations, which includes the Institute for Agricultural and Trade Policy, the Land Stewardship Project, the Minnesota Food Association, the Minnesota Project, and the Minnesota Sustainable Farming Association).

MISA operates a website with current sustainable agriculture information, including a calendar of sustainable agriculture events and announcements, a searchable database of resources, and links to many related sites and resources. They also respond to your individual questions about sustainable agriculture.

You can submit questions by e-mail, via the website ("Ask MISA"), by phone, fax or mail. MISA • 411 Borlaug Hall • University of Minnesota • St. Paul, MN 55108 • phone: (612) 625-8235 or (800) 909-MISA (6472) • fax: (612) 625-1268 • e-mail: misamail@umn.edu • website: <http://www.misa.umn.edu>

**Minnesota Organic Farmers' Information-Exchange (MOFIE),** sponsored by the University of Minnesota's Southwest Research and Outreach Center and Minnesota Grown Opportunities.

The Minnesota Organic Farmers' Information Exchange links producers with information they need to farm organically with success. Through MOFIE, farmers can connect with experienced organic farmer mentors, access information about certifying agencies, and link up with organizations that specialize in organic research and dispersal of organic information. The mentor hotline lists experienced organic producers who have agreed to take time to answer e-mails and phone calls on questions about organic production and marketing from other interested producers. The website also includes information about the Organic Conversion Project, working with over 40 farmers from southern and central Minnesota who are converting part or all of their farms to organic production. You can access information at MOFIE's website: [mofie.coafes.umn.edu](http://mofie.coafes.umn.edu)

**Sustainable Farming Association (SFA) of Minnesota, Regional chapters throughout the state.**

The Sustainable Farming Association of Minnesota (SFA) provides a support network for farmers and networks with other organizations and agencies. The SFA facilitates educational opportunities for both members and the public about economically and environmentally sound agriculture practices. Each chapter plans and organizes various field days and workshops. For more information contact SFA of Minnesota • c/o Mary Jo Forbord • 29731 302 Street • Starbuck, MN 56381 • phone: (320) 760-8732, 866-760-8732 (toll free in MN) • e-mail: [sustainablefarming@hcinet.net](mailto:sustainablefarming@hcinet.net) • website: [www.sfa-mn.org](http://www.sfa-mn.org)

**University of Minnesota Extension Service**

Your local regional extension office can be a great source of production information. To locate your local county office, go to the website: <http://www.extension.umn.edu/offices/>, or contact the University of Minnesota Extension Service • 405 Coffey Hall • 1420 Eckles Ave.

- St. Paul, MN 55108-6069 • phone: (612) 624-4900 or (800) 876-8636 • fax: (612) 625-6281
- website: [www.extension.umn.edu](http://www.extension.umn.edu)

**University of Minnesota Research and Outreach Centers**

The University's six Research and Outreach Centers (ROCs), located throughout Minnesota, are a good source of regionally specific information. The ROCs conduct site-specific, coordinated research and outreach programs and focus on regional strengths and issues. They are:

**North Central Research and Outreach Center at Grand Rapids.** Research and outreach are conducted in aspects of agricultural engineering, environmental issues, forestry, by-product utilization, small fruit and vegetable crops, tourism and travel, and wild rice. NCROC

- 1861 E Hwy 169 • Grand Rapids, MN 55744
- phone: (218) 327-4490 • fax: (218) 327-4126
- website: [ncroc.coafes.umn.edu](http://ncroc.coafes.umn.edu)

**Northwest Research and Outreach Center at Crookston.** Research and outreach focus on the production of wheat, flax, sunflower, sugar beet, potato, and dry edible bean crops, as well as the production of specialty crops, including annual canary grass, buckwheat, mustard, canola, bluegrass and timothy seed, and on cow/calf, ewe/lamb operations. Research is also conducted on value-added processing of current agricultural products, introduction and culture of new crops or livestock species, and prairie management systems. NWROC • 2900 University Avenue • Crookston, MN 56716

- phone: (218) 281-8604
- website: [nwroc.umn.edu](http://nwroc.umn.edu)

**University of Minnesota Outreach, Research and Education (UMORE) Park at Rosemount.** Research programs focus on precision agricultural methods, carbon sequestration, and biological methods for potato pest control. Scientists also investigate strategies for weed management on a variety of crops and maintain ongoing research on swine and poultry. The location also hosts a new immigrant agri-

cultural program. RROC • 1605-160th Street West • Rosemount, MN 55068

- phone: (651) 423-2455 • fax: (651) 423-1491
- website: [rroc.coafes.umn.edu](http://rroc.coafes.umn.edu)

**Southern Research and Outreach Center at Waseca.** Environmental management research projects include integrated investigations related to groundwater and surface water quality factors. Research programs in swine and dairy production emphasize waste management and odor reduction. Researchers also work on production and technology development for major agronomic crops grown in the region and vegetable crops grown both for processing and fresh markets. SROC • 35838 120th Street

- Waseca, MN 56093-4521 • phone: (507) 835-3620 • fax: (507) 835-3622 • website: [sroc.coafes.umn.edu](http://sroc.coafes.umn.edu)

**Southwest Research and Outreach Center at Lamberton.** Research is directed toward improving environmental quality with focuses on nitrogen management and water quality, organic management systems, and pest management research. SWROC • PO Box 428

- Lamberton, MN 56152 • phone: (507) 752-7372 • fax: (507) 752-7374 • website: [swroc.coafes.umn.edu/](http://swroc.coafes.umn.edu/)

**West Central Research and Outreach Center at Morris.** Research and education is focused on environmental management of crop and livestock agricultural systems, swine production systems, and forage-based livestock systems. WCROC • 46352 State Hwy 329

- Morris, MN 56267 • phone: (320) 589-1711
- fax: (320) 589-4870 • website: [wcroc.coafes.umn.edu/](http://wcroc.coafes.umn.edu/)

**North Central Region Small Farm Task Force.** The North Central Region Small Farm Task Force is composed of University Extension professionals representing the twelve north central states: Illinois, Indiana, Iowa, Kansas, Michigan, Minnesota, Missouri, Nebraska, North Dakota, Ohio, South Dakota, Wisconsin.

The task force is developing a coordinated effort across the north central area to meet the needs of present and future small-scale agriculture. A major part of this effort is the development of a Sustainable Small Farm Information Network (SSFIN), a searchable database on small farm sustainable agriculture information.

- website: [ssfin.missouri.edu](http://ssfin.missouri.edu)



# Access to Financing and Means of Production

Like most businesses, farming requires capital. The most basic of these is land, but it can also include seed, livestock, buildings, and equipment. These capital requirements can be a major obstacle for beginning farmers.

There are many ways to overcome these obstacles, several of which can be low-cost, low-risk ways to enter farming. Examples include farming part-time, partnerships, farm transfer arrangements, equity building arrangements, and low-capital production methods such as rotational grazing and using alternative livestock housing.

Owning land is not a prerequisite to becoming a farmer. Consider renting and leasing land, or look around for underutilized farmland that you could use at little or no cost. When the time is right, you can purchase land and already have experience behind you to begin working your own land.

Another way to address the capital requirements is through financing. If you are in need of financing, there are programs and loan opportunities designed specifically for beginning farmers.

In addition, there are many cost-share and other financial assistance programs available for implementing certain practices on your land (primarily, these are focused on conservation practices). These can help to offset some of your capital costs.

# Publications

**Agricultural Production Contracts**, Phillip L. Kunkel and Scott T. Larison, 1998, University of Minnesota Extension Service, publication no. FO-07302-GO, fact sheet.

Contracts are an increasingly important aspect of agricultural production and marketing. This fact sheet deals with the legal considerations involved in agricultural production contracts. Available from University of Minnesota Extension Service Distribution Center

- 405 Coffey Hall • 1420 Eckles Ave. • St. Paul, MN 55108-6069 • phone: (612) 624-4900 or (800) 876-8636 • fax: (612) 625-6281
- e-mail: [order@extension.umn.edu](mailto:order@extension.umn.edu)
- or see the full text on-line at: [www.extension.umn.edu/distribution/businessmanagement/DF7302.html](http://www.extension.umn.edu/distribution/businessmanagement/DF7302.html)

**Building Better Rural Places: Federal Programs for Sustainable Agriculture, Forestry, Conservation and Community Development**, Romana Vysatova and Laurie Greenberg, revised by Valerie Berton and Jennifer Butler, 2001, United States Department of Agriculture, 152 pages.

This guide provides a listing of federal programs and agencies that provide various means of assistance for agricultural and forestry related ventures. Specifically, the guide addresses program resources in value-added and diversified agriculture and forestry, sustainable land management, and community development. The guide is intended for farmers, entrepreneurs, community developers, conservationists, and many other individuals. It gives good overview and contact information for over 75 different federal agencies and programs. It also contains some general information sources.

Available from ATTRA • P.O. Box 3657

- Fayetteville, AR 72702 • phone: (800) 356-9140
  - website: [www.attra.org](http://www.attra.org)
- or from Michael Fields Agricultural Institute
- W2493 County Road ES • East Troy, WI 53120
  - phone: (262) 642-3303 • fax: (262) 642-4028
  - website: [michaelfieldsaginst.org](http://michaelfieldsaginst.org)
- or from the Sustainable Agriculture Research and Education (SARE) Program • 2121 Ag/Life Science Surge Building • University of Maryland • College Park, MD 20742
- phone: (301) 405-3186 • fax: (301) 314-7373
  - website: [www.sare.org](http://www.sare.org)
- or a PDF version is available on-line at: [attra.ncat.org/guide/index.htm](http://attra.ncat.org/guide/index.htm)

**Farm Leases**, Phillip L. Kunkel and Scott T. Larison, 1998, University of Minnesota Extension Service, publication no. FS-02593-GO.

This publication describes the types and classifications of farm leases and explains some of the legal aspects of the landlord/tenant relationship. Available from University of Minnesota Extension Service Distribution Center • 405 Coffey Hall • 1420 Eckles Ave.

- St. Paul, MN 55108-6069 • phone: (612) 624-4900 or (800) 876-8636 • fax: (612) 625-6281
- e-mail: [order@extension.umn.edu](mailto:order@extension.umn.edu)
- or view the full text on-line: [www.extension.umn.edu/distribution/businessmanagement/DF2593.html](http://www.extension.umn.edu/distribution/businessmanagement/DF2593.html)

**Farm Transfers in Wisconsin: A Guide for Farmers**, 1998, Wisconsin Department of Agriculture, Trade and Consumer Protection, 96 pages.

This comprehensive guide provides a good overview of the farm transfer process. The information is intended to give retiring or exiting farmers and beginning farmers an overview of the obstacles, options, and opportunities available to both parties. The publication highlights Wisconsin farmers, but most of the information is applicable to any beginning and retiring farmer. The guide concludes with a glossary of terms related to farm transfer. Available from the Wisconsin Department of Agriculture, Trade and Consumer Protection, Farmers Assistance Program • P.O. Box 8911 • Madison, WI 53708

- phone: (608) 224-5051 or (800) 942-2474
- website: [www.datcp.state.wi.us/mktg/agriculture/farm-center/transfers/transfer\\_guide.html](http://www.datcp.state.wi.us/mktg/agriculture/farm-center/transfers/transfer_guide.html)

**Farmers' Guide to Minnesota Lending Law**, FLAG Staff, First Edition, March 1996, Farmers' Legal Action Group Inc., 217 pages.

This guide includes information on mortgages, contracts for deed, operating and equipment loans, secured creditors, unsecured credit, lease agreements, income tax considerations, and other legal matters. Available from Farmers' Legal Action Group Inc. • 1301 Minnesota Building • 46 East 4th Street • St. Paul, MN 55101 • phone: (651) 223-5400 • fax: (651) 223-5335 • e-mail: [lawyers@flaginc.org](mailto:lawyers@flaginc.org) • website: [www.flaginc.org](http://www.flaginc.org)

**Farming Together**, Erlin J. Weness, 1994, Transferring the Farm Series #11, University of Minnesota Extension Service, publication no. FS-06312-GO, fact sheet.

Transferring the farm from one generation is usually done over a long period of time. In most cases, the two parties farm together for a number of years while the transition is being made. This fact sheet provides some considerations to keep in mind during this process.

Available from University of Minnesota Extension Service Distribution Center • 405 Coffey Hall • 1420 Eckles Ave. • St. Paul, MN 55108-6069 • phone: (612) 624-4900 or (800) 876-8636 • fax: (612) 625-6281  
• e-mail: [order@extension.umn.edu](mailto:order@extension.umn.edu)  
• or view the full text on-line:  
[www.extension.umn.edu/distribution/businessmanagement/DF6312.html](http://www.extension.umn.edu/distribution/businessmanagement/DF6312.html)

**2001-2003 Financial Assistance Directory**, 2001, Minnesota Department of Natural Resources.

This publication provides summary-level information on all of the Department of Natural Resources' many financial assistance programs. They include grants, financial incentives, tax exemptions, and other programs for practices related to fish and wildlife, forestry, land protection, recreation, and water.

Available from the Minnesota Department of Natural Resources, Office of Management and Budget Services • 500 Lafayette Road • St. Paul, MN 55155-4040 • phone: (651) 296-6157 or (888) MINN-DNR, TDD (651) 296-5484 or (800) 657-3929 • or view the full text on-line:  
[www.dnr.state.mn.us/fad/index.html](http://www.dnr.state.mn.us/fad/index.html)

**Financial Help for Beginning Minnesota Farmers**, Erlin J. Weness, 1994, University of Minnesota Extension Service, publication no. FS-6314-GO.

This publication discusses financial help options available for beginning Minnesota farmers, including parental financing, bank or FmHA financing, and state government financing. This publication is no. 13 in the Transferring the Farm Series. Available from University of Minnesota Extension Service Distribution Center • 405 Coffey Hall  
• 1420 Eckles Ave. • St. Paul, MN 55108-6069  
• phone: (612) 624-4900 or (800) 876-8636  
• fax: (612) 625-6281 • e-mail: [order@extension.umn.edu](mailto:order@extension.umn.edu) • or on the Web at  
[www.extension.umn.edu/distribution/businessmanagement/DF6314.html](http://www.extension.umn.edu/distribution/businessmanagement/DF6314.html)



**Financing the Farm Operation**, Phillip Kunkel, Scott Larison, Hall & Byers, 1998, University of Minnesota Extension Service, Publication no. PC-02589, 4 pages.

This publication presents several fundamental models that should be considered when assessing financing options for any farming operation. It provides good general information and descriptions of the available options for beginning farmers. It is part of a 15-part series entitled "Farm Legal Service." The individual article and the entire series is available from the University of Minnesota Extension Service Distribution Center • 405 Coffey Hall  
• 1420 Eckles Ave. • St. Paul, MN 55108-6069  
• phone: (612) 624-4900 or (800) 876-8636  
• fax: (612) 625-6281  
• e-mail: [order@extension.umn.edu](mailto:order@extension.umn.edu)  
• or view the full text on-line:  
[www.extension.umn.edu/distribution/businessmanagement/DF2589.html](http://www.extension.umn.edu/distribution/businessmanagement/DF2589.html)

**Mortgages and Contracts for Deed**, Phillip L. Kunkel and Scott T. Larison, 1998, University of Minnesota Extension Service, publication no. FO-7293-GO.

This publication explores the legal differences between the mortgage and contract for deed in Minnesota. Available from University of Minnesota Extension Service Distribution Center • 405 Coffey Hall • 1420 Eckles Ave.  
• St. Paul, MN 55108-6069 • phone: (612) 624-4900 or (800) 876-8636 • fax: (612) 625-6281  
• e-mail: [order@extension.umn.edu](mailto:order@extension.umn.edu) • or view the full text on-line: [www.extension.umn.edu/distribution/businessmanagement/DF7293.html](http://www.extension.umn.edu/distribution/businessmanagement/DF7293.html)

**Selecting a Lease Type**, Debra Elias, 1996, Energy and Sustainable Agriculture Program (ESAP), Minnesota Department of Agriculture, 4 pages.

This publication identifies six common lease types and questions to consider when selecting a lease. It provides good general information for beginning farmers who are seeking

land. Available from The Minnesota Department of Agriculture (ESAP) • 90 West Plato Boulevard • St. Paul, MN 55107  
 • phone: (651) 296-7673 • fax: (651) 297-7678  
 • e-mail: alison.fish@state.mn.us  
 • website: [www.mda.state.mn.us/crp/LEASTYPE.htm](http://www.mda.state.mn.us/crp/LEASTYPE.htm)

## Programs

### Financial Assistance

**Agriculture Best Management Practices Loan Program (AgBMP), Minnesota Department of Agriculture.**

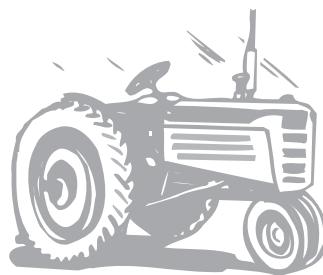
This program provides low interest financing to farmers, rural landowners, and agriculture supply businesses to encourage agricultural best management practices that reduce water pollution. Funds are available for most counties and can be used with state and federal cost share or other funding sources. Potential borrowers should contact their local Soil and Water Conservation District, county environmental office, or local water planning officials for more information about loan availability in their county. For general information about the program, contact Dwight Wilcox • AgBMP  
 • Minnesota Department of Agriculture  
 • 90 West Plato Boulevard • St. Paul, MN 55107  
 • phone: (651) 215-1018 • e-mail: [dwight.wilcox@state.mn.us](mailto:dwight.wilcox@state.mn.us) • website: [www.mda.state.mn.us/agbmp/moreinfo.html](http://www.mda.state.mn.us/agbmp/moreinfo.html)

**Initial Project Assessment and Market Assessment Programs, Agricultural Utilization Research Institute (AURI).**

Financial assistance may be available through matching grants to explore the technical feasibility and market potential for new or value-added products. There are five regional offices, located in Crookston (also the AURI State Headquarters), Morris, Marshall, St. Paul, and Waseca. For more information, contact AURI  
 • PO Box 599 • Crookston, MN 56716  
 • phone: (800) 279-5010 • fax: (218) 281-3759  
 • website: [www.auri.org](http://www.auri.org)

**Certified Development Company (504) Loan Program**

The 504 Certified Development Company (CDC) Program provides growing businesses with long-term, fixed-rate financing for major fixed assets, such as purchasing land, buildings and machinery, or modernizing, renovating, or converting existing facilities. A CDC is a non-profit corporation set up to contribute to the economic development of its community or region. CDCs work with the Small Business Association (SBA) and private sector lenders to provide financing to small businesses. There are about 290 CDCs nationwide. Contact your local Chamber of Commerce or economic development authority in your city, county, or state government to identify local CDCs. You may also call any SBA district office for assistance in locating a CDC. Check the telephone book white pages under "U.S. Government" for the nearest SBA office or call (800) 827-5722. Information about the 504 Program (including a list of all CDCs in the U.S.) is on-line at: [www.sba.gov/financing/frcdc504.html](http://www.sba.gov/financing/frcdc504.html)



**Environmental Quality Incentives Program (EQIP), Natural Resources Conservation Service (NRCS), United States Department of Agriculture.**

The Environmental Quality Incentives Program provides technical, educational, and financial assistance to eligible farmers and ranchers to address soil, water, and related natural resource concerns on their lands in an environmentally beneficial and costeffective manner. The purposes of the program are achieved through the implementation of a conservation plan that includes structural, vegetative, and land management practices on eligible land. Five- to ten-year contracts are made with eligible producers. Cost share payments may be made to implement one or more eligible structural or vegetative practices, such as animal waste management facilities, terraces, filter strips, tree planting, and permanent wildlife habitat. Incentive payments can be made to implement one or more land management practices, such as nutrient management, pest management, and grazing land management. For more information about EQIP, contact your local NRCS, FSA, Cooperative Extension Service, or conservation district office. Other NRCS conservation programs may also be available to you, such as the Conservation Reserve Program (CRP), Wetland Reserve Program (WRP) or the Wildlife Habitat Incentive Program (WHIP). Local USDA Service Centers are located in the "U.S. Government" section of the white pages under U.S. Department of Agriculture. Nationally, contact: Anthony Esser, Program Manager or Edward Brzostek, Environmental Quality Incentives Program • P.O. Box 2890 • Washington, DC 20013 • phone: (202) 720-1834 or (202) 720-1840 • e-mail: anthony.esser@usda.gov, or webmaster@ftw.nrcc.usda.gov • website: [www.nrcc.usda.gov/programs](http://www.nrcc.usda.gov/programs) In Minnesota, you can contact NRCS • 375 Jackson Street, Suite 600 • St. Paul, Minnesota 55101 • phone: (651) 602-7900 • fax: (651) 602-7914 • website: [www.mn.nrcc.usda.gov](http://www.mn.nrcc.usda.gov)

**Farm Credit Services (FCS)**

The Farm Credit System is a nationwide system of financial cooperatives that lend to agriculture and rural America. FCS provides longterm mortgage loans (for land and other purchases) and short- and intermediate-term operating loans. Farm Credit institutions are organized as cooperative businesses, each owned by its

memberborrower stockholders who purchase voting stock. For more information, or to find the FCS branch office nearest you, contact Farm Credit Services • phone: (800) 444-FARM • website: [www.farmcredit.co](http://www.farmcredit.co)

**Farm Loan Program, Farm Service Agency (FSA), United States Department of Agriculture.**

The Farm Service Agency (FSA) provides loan assistance to beginning farmers and ranchers who are unable to obtain financing from commercial credit sources. This assistance includes direct and guaranteed farm ownership loans and operating loans, a special down payment farm ownership loan program to assist beginning farmers and ranchers to purchase a farm or ranch, and a joint financing plan where FSA lends up to 50 percent of the amount financed. FSA also sells inventory farmland to beginning farmers. FSA offices are located throughout the state in USDA service centers. To locate the office nearest you, check in the telephone white pages under U.S. Government, Department of Agriculture, Farm Service Agency, or see the website: [www.fsa.usda.gov](http://www.fsa.usda.gov)

**Organic Certification Cost Share Program, Sustainable Agriculture Program, Minnesota Department of Agriculture.**

Provides payments of 75 percent (up to a maximum of \$500) for Minnesota organic growers and handler/processors certified by a National Organic program-accredited certifier. Contact Meg Moynihan • 90 West Plato Boulevard • St. Paul, MN 55107 • phone: (651) 297-8916 • e-mail: [meg.moynihan@state.mn.us](mailto:meg.moynihan@state.mn.us) • website: [www.mda.state.mn.us/esap/organic](http://www.mda.state.mn.us/esap/organic)

**Rural Business-Cooperative Service (RBS), Rural Development, United States Department of Agriculture.**

The mission of the Rural Business-Cooperative Service (RBS) is to enhance the quality of life for rural Americans by providing leadership in building competitive businesses, including sustainable cooperatives, that can prosper in the global market place. RBS offers Business & Industry Guaranteed and Direct (B&I and Direct B&I, respectively) loans. These loans may not be used for agriculture production; however, eligible purposes of the B&I loan include: construction, conversion, expansion,

## Access to Financing and Means of Production

repair, modernization, or development costs; purchase of machinery, equipment, or supplies; start-up costs and working capital; processing and marketing. For more information, contact your state USDA Rural Development Office. In Minnesota, contact USDA Rural Development State Office

- 410 Farm Credit Service Building
- 375 Jackson Street • St. Paul, MN 55101
- phone: (651) 602-7800 • fax: (651) 290-3085
- website: [www.rurdev.usda.gov/mn](http://www.rurdev.usda.gov/mn)

Nationally, contact Dwight Carmon, Division Director, Processing division, USDA, Rural Business-Cooperative Service • 1400 Independence Ave • SW, Washington D.C. 20250

- phone: (202) 690-4100 • website: [www.rurdev.usda.gov/rbs/index.html](http://www.rurdev.usda.gov/rbs/index.html)

### **Rural Finance Authority (RFA)**

The Rural Finance Authority (RFA) is part of the Agricultural Finance Division of the Minnesota Department of Agriculture. This division makes loans available to help Minnesota farmers and agribusiness. The RFA offers a variety of loan programs including: Beginning Farmer and Seller Assisted to help new farmers purchase agricultural land; Aggie Bond for agricultural land, agricultural improvements, breeding livestock, and machinery; Livestock Expansion for state-of-the-art improvements in livestock production; Agricultural Improvement for any farm related purpose; Restructured Loans to help farmers reorganize their debt; and Value-Added Stock Loans for those who want to buy stock in an agricultural processing facility. For more information contact the Rural Finance Authority, Minnesota Department of Agriculture, Agricultural Finance Division • 90 West Plato Boulevard • St. Paul, MN 55107 • phone: (651) 297-3557 • fax: (651) 296-9388 • website: [www.mda.state.mn.us/AgFinance/default.htm](http://www.mda.state.mn.us/AgFinance/default.htm)

### **Shared Savings Loan Program, Energy and Sustainable Agriculture Program (ESAP), Minnesota Department of Agriculture.**

A \$1 million revolving fund provides loans to farmers to support the transition to sustainable practices. Loans of up to \$25,000 per farmer at a 6% interest rate enable farmers to purchase equipment, breeding livestock, or make other improvements to enhance profitability and the environment. Applications are accepted year-round and are reviewed by a loan review panel on a continuous basis. For more information, contact the Energy and Sustainable Agriculture Program (ESAP)

- 90 West Plato Boulevard • St. Paul, MN 55107
- phone: (651) 296-7673 • fax: (651) 297-7678
- e-mail: Alison.Fish@state.mn.us • website: [www.mda.state.mn.us/esap](http://www.mda.state.mn.us/esap)

### **Small Business Administration (SBA)**

The U.S. Small Business Administration (SBA) was created in 1953 as an agency of the federal government to aid, counsel, assist, and protect the interests of small businesses, to preserve free competitive enterprise, and to maintain and strengthen the overall economy of the United States. SBA works with banks, intermediaries, and other lending institutions to provide loans and venture capital financing to small businesses unable to secure financing through normal lending channels. The majority of SBA's financial assistance is in the form of loan guarantees. To locate your local SBA office, look under "U.S. Government" in the white pages of the telephone book or call the SBA Answer Desk at: (800) 827-5722. The national SBA office is located at: U.S. Small Business Administration, Office of Marketing & Customer Service • 409 Third Street, SW

- Suite 7600 • Washington DC 20416
- phone: (202) 205-6744 • fax: (202) 205-6913
- website: [www.sba.gov](http://www.sba.gov)

### **State Cost-Share Program, Soil and Water Conservation District (SWCD).**

Funds are available to install soil and water conservation projects that control nutrient runoff, reduce soil erosion, and protect surface water and groundwater quality. Examples of eligible projects may be terraces, grassed waterways, sediment basins, and diversions. Up to 75 percent of the cost of the project may be covered. Funds are distributed by your county SWCD. Your SWCD can also provide you with technical assistance. They work one-on-one with private landowners, conducting on-site investigations, and helping landowners determine the best practice for that situation. They are knowledgeable about other conservation programs for which you might be eligible. To get contact information for the SWCD in your county, check in the telephone white pages under U.S. Government, Department of Agriculture, USDA Service centers, or contact the Minnesota Association of Soil and Water Conservation Districts • 790 Cleveland Avenue South, Suite 216 • phone: (651) 690-9028 • fax: (651) 690-9065 • website: [www.maswcd.org/](http://www.maswcd.org/)

## **Farmland Linking**

### **Minnesota Land Trust (MLT)**

The Minnesota Land Trust (MLT) is a private, nonprofit organization that promotes the protection and enhancement of open spaces, including farmland, wetlands, woodlands, bluff lands, wildlife habitat, and scenic areas in Minnesota. MLT has recently begun a program to match sellers and buyers who share a concern for preserving the natural, rural, or open space qualities of property. The Conservation Buyer/Seller Program lists properties for sale by owners who want to ensure that the purchaser maintains the natural qualities of the property. This program is in its early stages; however, there is potential for matches between sellers and sustainable farmers. For more information contact Minnesota Land Trust • 2356 University Avenue West

- Suite 400 • St. Paul, MN 55114
- phone: (651) 647-9590 • fax: (651) 647-9769
- e-mail: [mnland@mnland.org](mailto:mnland@mnland.org)
- website: [www.mnland.org](http://www.mnland.org)

### **Farm Service Agency Farmland Inventory, United States Department of Agriculture.**

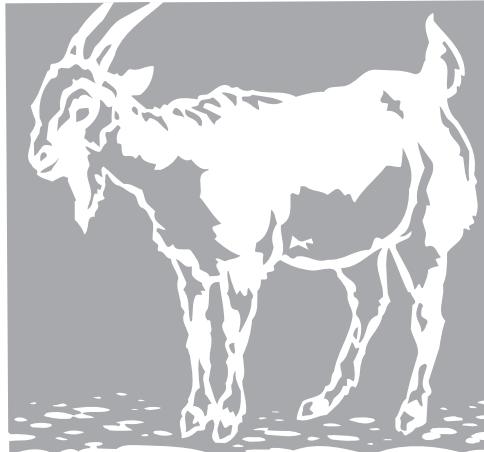
The Farm Service Agency keeps an inventory of and advertises acquired farmland available for sale. Eligible beginning farmers and ranchers are given first priority to purchase these properties at the appraised market value for the first 75 days after acquisition. If more than one beginning farmer or rancher offers to purchase the property, the buyer is chosen randomly. For more information, contact your state FSA office. In Minnesota, contact FSA

- 400 Farm Credit Services Building
- 375 Jackson Street, Suite 400 • St. Paul, MN 55101-1852 • phone: (651) 602-7719
- fax: (651) 6027743 • or see the most current listing on-line:  
[www.fsa.usda.gov/mn/Inventory%20Farms.htm](http://www.fsa.usda.gov/mn/Inventory%20Farms.htm)

### **National Farm Transition Network**

The goal of the National Farm Transition Network is to support programs that foster the next generation of farmers and ranchers. The network believes that programs that help create the opportunity for young people to begin a career in agriculture, particularly by addressing farm access, must be a part of the government's rural development effort. The network provides a listing of linking programs across the country that help to unite beginning and retiring farmers. For a listing of linking programs or more information about the network, contact the network coordinator, John Baker, Beginning Farm Center Administrator • 10861 Douglas Ave. Suite B • Urbandale, IA, 50322

- phone: (515) 331-8900
- e-mail: [jrbaker@iastate.edu](mailto:jrbaker@iastate.edu)
- website: [www.exnet.iastate.edu/Pages/bfc/national/homepage.html](http://www.exnet.iastate.edu/Pages/bfc/national/homepage.html)





# The Transition Into Farming

After examining your situation and identifying your own vision, values, and resources, you may or may not decide to enter into farming. Or you may decide to begin farming part-time, with a plan to gradually expand your farming operation to full-time. If you have answered all of the questions posed throughout this publication, you now have a thorough assessment of your situation. You should have an idea of where you are currently and where you want to go. Now it is time to begin deciding what steps you need to take to reach your goals.

Remember that planning and maintaining a farm business is an evolving process. It requires constant evaluation and adjustment. This means not only monitoring your financial well-being, but also paying attention to the health and well-being of your family, community and the landscape—all vital aspects of a sustainable farming system and business.

Some practical suggestions from those who have gone before you:

- **Don't be afraid to try something new.**
- **Most established farmers will tell you that when trying something new, it is better to phase it in slowly instead of making one big shift.**
- **It is better to start gradually and build your experience level.**
- **Start small and refine your skills as you grow.**
- **Consider starting small enough to allow for changes.**
- **Learn when to back off and evaluate.**
- **Plan on having some outside income as you begin and prepare for farming failures. They will happen.**
- **If you cannot get the price you need, don't produce it.**
- **There are many farm enterprises that you can do on a part-time basis.**
- **Remember, it is important to farm as hard with your head as with your hands.**

# Publications

## ACRES U.S.A. Book Catalog

This is a broad listing of books that covers a variety of topics, including production techniques, animal health, marketing, soil health, and many more. It includes over 240 titles as well as many hard to find books. To order, contact Acres U.S.A. • P.O. Box 91299

- Austin, TX 78709-1299 • phone: (800) 355-5313 • fax: (512) 892-4448
- e-mail: [orders@acresusa.com](mailto:orders@acresusa.com)
- website: [www.acresusa.com](http://www.acresusa.com)

## Farmers' Guide to the Internet, Henry James, 1996, TVA Rural Studies, 334 pages.

This comprehensive text provides an overview of the Internet, including basic information, requirements, e-mail, software, etc., and hundreds of pages of website addresses for the following categories: general farming resources, crops, livestock, state-by-state listings, and rural life. It is a valuable tool for navigating the Web. Available from UK Rural Studies

- 407 Agricultural Engineering Building
- The University of Kentucky • Lexington, KY 40546 • phone: (606) 257-1872 or (888) 885-9800
- website: [www.rural.org/Farmers\\_Guide](http://www.rural.org/Farmers_Guide)  
(follow links to a list of helpful websites).

## MISA Database of Resources, Minnesota Institute for Sustainable Agriculture.

This on-line, searchable database includes listings of over 1,200 documents, videos, organizations, and websites on sustainable agriculture and related topics. More materials are continually added. The database is searchable by title, author, and keyword. Reach it from MISA's home page at [www.misa.umn.edu](http://www.misa.umn.edu); click on "Database of Resources."

## The Monitoring Tool Box, Julia Alhers Ness (editor), 1998, Land Stewardship Project and the Minnesota Institute for Sustainable Agriculture, 115 pages.

This interactive guide is for farmers interested in learning easy-to-use techniques for monitoring the impact of management decisions on their land, finances, and family. The Tool Box covers monitoring: quality of life, finances, birds, frogs, soils, and streams. It includes the *Close to the Ground* video. Available from the Land Stewardship Project • 180 East Main

Street • P.O. Box 130 • Lewiston, MN 55952

- phone: (507) 523-3366 • fax: (507) 523-2729
- e-mail: [lspse@landstewardshipproject.org](mailto:lspse@landstewardshipproject.org)
- website: [www.landstewardshipproject.org/mtb/lsp\\_toolbox.html](http://www.landstewardshipproject.org/mtb/lsp_toolbox.html)

## Source Book of Sustainable Agriculture for Educators, Producers and Other Agricultural Professionals: A Guide to Books, Newsletters, Conference Proceedings, Bulletins, Videos, and More,

Valerie Berton (editor), 1997, Sustainable Agriculture Network, 136 pages.

This guide features 559 entries about sustainable agriculture information materials, organized alphabetically by state, U.S. territory, and foreign country. The index allows you to find entries according to subject, organization, author, and videos. Two appendices list sustainable agriculture centers at universities and sustainable agriculture websites nationwide. Available from Sustainable Agriculture Publications, Hills Building • University of Vermont • Burlington, VT 05405 • phone: (802) 656-0484 • e-mail: [sanpubs@uvm.edu](mailto:sanpubs@uvm.edu)

- or see the full text on-line: [www.sare.org/sourcebook/](http://www.sare.org/sourcebook/)

## Storey Books

Storey publishes practical how-to guides on a wide range of activities relevant to country living. Categories include livestock, gardening, building, and more. For more information on specific titles and subjects, contact Storey Publishing • 210 MASS MoCa Way • North Adams, MA 01247 • phone: (413) 346-2100

- e-mail: [webmaster@storey.com](mailto:webmaster@storey.com)
- website: [www.storey.com](http://www.storey.com)

## Sustainable Agriculture Directory of Expertise, Sustainable Agriculture Network, 239 contacts.

This guide features researchers, farmers, ranchers, Extension personnel, and consultants ready to share their knowledge. Profiles of each person help you determine where to start building bridges, asking questions, and finding answers. The Directory is online, searchable by subject area and region. • website: [www.sare.org/expertise](http://www.sare.org/expertise)

**Sustainable Agriculture Newsletter**, Jack Sperbeck (editor), College of Agricultural, Food, and Environmental Sciences, University of Minnesota Extension Service, and the Minnesota Institute for Sustainable Agriculture

This free bi-monthly newsletter is designed to bring people together to influence the future of agriculture and rural communities and to achieve socially, environmentally, and economically sustainable farms and communities. The newsletter presents short informational pieces from a variety of viewpoints, new and recent resources, and a calendar of upcoming events. Available from MISA • 411 Borlaug Hall • 1991 Upper Buford Circle • St. Paul, MN 55108

- phone: (612) 6258235 or (800) 909-6472
- fax: (612) 6251268 • email: misamail@umn.edu
- or view the full text on-line: [www.misa.umn.edu/sanews](http://www.misa.umn.edu/sanews)

**Sustainable Agriculture Resource and Information Directory**, Alison Fish (compiler), 2001, Minnesota Department of Agriculture Energy and Sustainable Agriculture Program (ESAP), 32 pages.

This is a very thorough guide to sustainable agricultural organizations, publications, audio tapes, videotapes, websites, and other resources. It includes organizations in Minnesota and beyond. Available from the Minnesota Department of Agriculture, ESAP, as a print copy or online as a PDF file. • 90 West

Plato Boulevard • St. Paul, MN 55107

- phone: (651) 296-7673
- fax: (651) 297-7678
- e-mail: Alison.Fish@state.mn.us
- online version: [www.mda.state.mn.us/esap/esapdirectory.pdf](http://www.mda.state.mn.us/esap/esapdirectory.pdf)

**Upper Midwest Organic Resource Directory**, Faye Jones (editor), 2001, Midwest Organic and Sustainable Education Services, 40 pages.

This directory provides a comprehensive listing of resources and organizations that deal with sustainable and organic agriculture in the Upper Midwest. The Directory identifies farmer cooperatives and networks, processors and buyers, suppliers, certification agencies, websites, and publications in six states: Iowa, Michigan, Minnesota, North Dakota, South Dakota, and Wisconsin. Available from Midwest Organic and Sustainable Education Services (MOSES) • P.O. Box 339, N7834 Cty Rd B • Spring Valley, WI, 54767 • phone: (715) 772-3153 • e-mail: [moses@mosesorganic.org](mailto:moses@mosesorganic.org); • website: [www.mosesorganic.org](http://www.mosesorganic.org);



**Dave and Erin Varney (2001 Farm Beginnings™ students) with Sam and Daisy on their farm.**

# Organizations

**Alternative Farming Systems Information Center (AFSIC)**

The Alternative Farming Systems Information Center (AFSIC) was established by Congress to encourage research, education, and information delivery about farming systems that preserve the natural resource base while maintaining economic viability. The Center contains a vast amount of resources and information,

including scientific and popular press literature on all types of alternative farming practices. For more information contact Alternative Farming Systems Information Center (AFSIC) National Agriculture Library • Room 304, 10301 Baltimore Boulevard • Beltsville, MD 20705

- phone: (301) 504-6559 • fax: (301) 504-6409
- e-mail: [afsic@nal.usda.gov](mailto:afsic@nal.usda.gov) • website: [www.nal.usda.gov/afsic](http://www.nal.usda.gov/afsic)

**ATTRA**

ATTRA is a national sustainable farming information center that provides technical assistance information free of charge to farmers and farm support groups. They have a number of excellent up-to-date publications on alternative crops, livestock, and sustainable farming practices. We encourage you to check their listing of available publications on-line, or for more information, contact ATTRA • P.O. Box 3657

- Fayetteville, AR 72702 • phone: (800) 346-9140 (English); (800) 411-3222 (Spanish)
- fax: (479) 442-9842 • website: [attra.ncat.org](http://attra.ncat.org)

**Center for Rural Affairs, Beginning Farmer Sustainable Agriculture Project**

The Center for Rural Affairs is a nonprofit, farm advocacy and support information provider. The Beginning Farmer Sustainable Agriculture Project exposes beginning farmers to low-input, low capital, alternative, and knowledge-based farming systems that are environmentally sustainable. The Center has numerous publications and information about sustainable agriculture. For more information, contact Center for Rural Affairs • 101 S Tallman St. • P.O. Box 406 • Walthill, NE 68067

- phone: (402) 846-5428 • fax: (402) 846-5420
- e-mail: [info@cfra.org](mailto:info@cfra.org) • website: [www.cfra.org](http://www.cfra.org)

**Land Stewardship Project (LSP)**

The Land Stewardship Project (LSP) is a non-profit education organization working for the development of a sound stewardship ethic towards the nation's farmland and for public policy changes that will lead to the development of a sustainable agricultural system. They have numerous publications and information available. The three state offices offer various field days, seminars, and workshops about sustainable farming and sustainable community development. The southeast and western offices have Farm Beginnings™ programs that work extensively with beginning farmers. For a publications list or more information, contact Land Stewardship Project:

- Twin Cities Area Office • 2200 4th Street
- White Bear Lake, MN 55110 • phone: (651) 653-0618 • fax: (651) 653-0589 • e-mail: [lspwbl@landstewardshipproject.org](mailto:lspwbl@landstewardshipproject.org) • website: [www.landstewardshipproject.org](http://www.landstewardshipproject.org)
- or Southeast Minnesota Office • P.O. Box 130
- 180 East Main Street • Lewiston, MN 55952
- phone: (507) 523-3366 • fax: (507) 523-2729
- e-mail: [lspse@landstewardshipproject.org](mailto:lspse@landstewardshipproject.org)
- or Western Minnesota Office • 103 West Nichols • Montevideo, MN 56265 • phone: (320) 269-2105 • fax: (320) 269-2190
- e-mail: [lspwest@landstewardshipproject.org](mailto:lspwest@landstewardshipproject.org)

**Minnesota Department of Agriculture's Energy and Sustainable Agriculture Program (ESAP)**

The purpose of the Minnesota Department of Agriculture's Energy and Sustainable Agriculture Program (ESAP) is to demonstrate and promote alternative agricultural practices that are energy efficient, environmentally sound, and enhance the self-sufficiency of Minnesota farmers. ESAP sponsors a loan program, on-farm research, workshops, and speakers. For more information, contact Minnesota Department of Agriculture's Energy and Sustainable Agriculture Program (ESAP) • 90 West Plato Boulevard • St. Paul, MN 55107

- phone: (651) 296-7673 • fax: (651) 297-7678
- e-mail: [Alison.Fish@state.mn.us](mailto:Alison.Fish@state.mn.us)
- website: [www.mda.state.mn.us/esap/](http://www.mda.state.mn.us/esap/)

### **Minnesota Food Association (MFA)**

The Minnesota Food Association (MFA) works to inform, connect, and activate urban and rural citizens committed to developing an environmentally sound, socially responsible food and agriculture system in Minnesota. They publish a quarterly newsletter and have a Future Farmer project that helps identify the needs of beginning farmers. For more information, contact Minnesota Food Association (MFA) • 14220 Ostlund Trail North • Marine on St. Croix, MN 55047  
• phone: (651) 433-3676 • fax: (612) 788-4344  
• email: cmorton@mnfoodassociation.org  
• website: [www.mnfoodassociation.org](http://www.mnfoodassociation.org)

### **Minnesota Institute for Sustainable Agriculture (MISA)**

The Minnesota Institute for Sustainable Agriculture (MISA) is a partnership between the University of Minnesota's College of Agriculture, Food, and Environmental Sciences and the Sustainers' Coalition—a group of individuals and community-based, nonprofit organizations. MISA's purpose is to bring together the agricultural community and the University in a cooperative effort to develop and promote sustainable agriculture in Minnesota and beyond. The Information Exchange program provides the public with fast, easy access to sustainable agriculture information and resources. For more information, contact the Minnesota Institute for Sustainable Agriculture (MISA), University of Minnesota • 411 Borlaug Hall • 1991 Buford Circle • St. Paul, MN 55108  
• phone: (612) 625-8235 or (800) 909-MISA  
• e-mail: [misamail@umn.edu](mailto:misamail@umn.edu) • website: [www.misa.umn.edu](http://www.misa.umn.edu)

### **Sustainable Agriculture Research and Education (SARE)**

The Sustainable Agriculture Research and Education (SARE) program is a U.S. Department of Agriculture-funded initiative that sponsors competitive grants for sustainable agriculture research and education in a regional process nationwide. SARE works to increase knowledge about and help farmers and ranchers to adopt practices that are economically viable, environmentally sound, and socially responsible. Nationally, SARE devotes significant resources to ongoing outreach projects. SARE's Professional Development Program offers learning opportunities to a variety of agricultural extension and other field

agency personnel. SARE's Sustainable Agriculture Network (SAN) disseminates information relevant to SARE and sustainable agriculture through electronic and print publications. For more information, contact North Central SARE, Bill Wilcke, Regional Coordinator, University of Nebraska-Lincoln  
• 13-A Activities Bldg. • Lincoln, NE 68583-0840  
• phone: (402) 472-7081 • fax: (402) 472-0280  
• e-mail: [wilck001@umn.edu](mailto:wilck001@umn.edu) • website: [www.sare.org/ncrsare/](http://www.sare.org/ncrsare/)

### **Sustainable Farming Association of Minnesota, Regional chapters throughout the state**

The Sustainable Farming Association of Minnesota (SFA) provides a support network for farmers and networks with other organizations and agencies. The SFA facilitates educational opportunities for both members and the public about economically and environmentally sound agriculture practices. Each chapter plans and organizes various field days and workshops. For more information contact the SFA of Minnesota • c/o Mary Jo Forbord  
• 29731 302 Street • Starbuck, MN 56381  
• phone: (320) 760-8732 or (866) 760-8732 (toll free in MN)  
• e-mail: [sustainablefarming@hcinet.net](mailto:sustainablefarming@hcinet.net)  
• website: [www.sfa-mn.org](http://www.sfa-mn.org)

### **University of Minnesota Extension Service**

The University of Minnesota Extension Service is the University's educational outreach arm with offices in every Minnesota county. They offer educational programs through meetings, demonstrations, workshops, publications, and electronic delivery methods. Programs range from water quality to sustainable agriculture, from urban horticulture to youth development, from natural resource management to tourism development. They have hundreds of agriculture-related publications covering a wide breadth of topics. The publication catalog is available in print or on-line. For your local county Extension office, look under the "County Government" section of the white pages or contact the University of Minnesota Extension Service • 20 Coffey Hall • 1420 Eckles Ave. • St. Paul, MN 55108-6069  
• phone: (612) 624-4900 or (800) 876-8636  
• fax: (612) 625-6281 • website: [www.extension.umn.edu](http://www.extension.umn.edu)



# The Sustainable Agriculture Information Exchange

This publication is part of a series developed through the Sustainable Agriculture Information Exchange, a clearinghouse of sustainable agriculture information and materials in Minnesota. These informational materials are accessible to the public by phone (toll-free), fax, e-mail, or the World Wide Web.

The Information Exchange is a program of MISA, the Minnesota Institute for Sustainable Agriculture. The Information Exchange works to bridge the gap between the need for timely, practical information about sustainable agriculture and existing resources and information; to identify gaps in research and education and direct funding and support to address them; and to promote education and discussion of issues relevant to the sustainability of agriculture.

To ensure that all of the Information Exchange's publications are applicable and user-friendly, they are developed by teams and reviewed by individuals who will use the material, including farmers, researchers, extension educators, and other agricultural community members. The publications are produced in cooperation with the Minnesota Department of Agriculture-Energy and Sustainable Agriculture Program and the University of Minnesota Extension Service.

Other publications in this series, which are available through the University of Minnesota Extension Service Distribution Center, include:

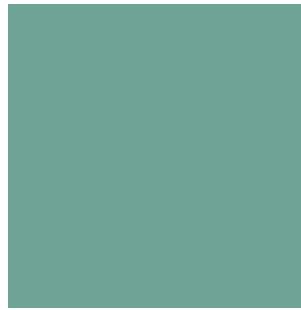
- Collaborative Marketing: A Roadmap & Resource Guide for Farmers (BU-7539-S)
- Discovering Profits in Unlikely Places: Agroforestry Opportunities for Added Income (BU-7407)
- Hogs Your Way: Choosing a Hog Production System in the Upper Midwest (BU-7641)
- Minnesota Soil Management Series (PC-7398-S)
- Organic Certification of Crop Production in Minnesota (BU-7202)
- Whole Farm Planning: Combining Family, Profit, and Environment (BU-6985)

Available directly from MISA:

- Building a Sustainable Business: A Guide to Developing a Business Plan for Farms and Rural Businesses.

For more information on this series, the Information Exchange, MISA, or to request individualized information on questions related to sustainable agriculture, please contact:

Minnesota Institute for Sustainable Agriculture  
411 Borlaug Hall  
1991 Buford Circle  
St. Paul, MN 55108-1013  
phone: (612) 625-8235, or (800) 909-MISA (6472)  
fax: (612) 625-1268  
[misamail@umn.edu](mailto:misamail@umn.edu)  
[www.misa.umn.edu](http://www.misa.umn.edu)



**Minnesota Institute for  
Sustainable Agriculture**



**Land Stewardship Project**