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FARMING ALTERNATIVES

RESOURCES FOR HELP IN DEVELOPING NEW FARM-BASED ENTERPRISES

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AN ANNOTATED BIBLIOGRAPHY

Compiled by
 Karene Andrus
 Wayne Knoblauch
 Minot Weld

for

THE FARMING ALTERNATIVES PROJECT

Department of Agricultural Economics
 New York State College of Agriculture and Life Sciences
 A Statutory College of the State University
 Cornell University, Ithaca, New York 14853

PREFACE

Among New York's farm and rural families there has been an increasing interest in nontraditional agricultural commodities, innovative marketing strategies, rural enterprise development, and farm diversification. In 1986, Cornell Cooperative Extension and the New York State Department of Agriculture and Markets initiated the FARMING ALTERNATIVES PROJECT to provide information and programs on agricultural diversification and enterprise development.

This bibliography was developed by the Farming Alternatives Project as a resource for New York's farm families on exploring and evaluating farm business options. These materials are intended to provide basic information for those considering changing or adding enterprises to their farm or natural resource based business, or pursuing new or innovative marketing strategies for their products or services. While this list is not exhaustive, it was our goal to highlight some of the more useful resources on rural enterprise start-up, management, and marketing. The publications were selected not only for their content, but also for their availability and relatively low cost. In addition to the publications included here, many comprehensive texts on the subjects of farm business management, small business management, and marketing are available at college, university, and public libraries.

The listing of publications was a senior independent research project conducted by Karene Andrus under the direction of Wayne Knoblauch. The listing of periodicals was compiled by Minot Weld. All wish to acknowledge Judy Green, Nancy Grudens-Schuck, John Brake, and David Gross of the Farming Alternatives Project for their assistance in the development of this listing.

We are always interested in new or additional publications relating to farming alternatives. Please provide us with descriptions of publications you feel should be included in a future listing. You may send comments and suggestions or additional references to:

Farming Alternatives Project
443 Warren Hall
Cornell University
Ithaca, New York 14853-7801

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RESOURCES FOR HELP IN DEVELOPING A FARM BASED BUSINESS:
AN ANNOTATED BIBLIOGRAPHY

Business Management

Business Planning Guide. 1985. Upstart Publishing Company, Inc., 115 pp.

A handbook to assist in constructing a business plan for managing your business and as a basis for financing proposals. It is particularly applicable to those who own or are starting a small business, but is not specifically farm oriented. Outlines the elements of a business plan, providing for each, major points of interest and concern, how to do whatever is required to complete that section, and examples from an actual plan. Includes discussions of business description, the market, competition, business location, management, personnel, sources of funding, balance sheets, breakeven analysis, pro forma income statements, pro forma cash flow, deviation analysis, and historical financial reports. A discussion of financing and using the plan as a basis for financing proposal follows. Appendices include a sample partnership agreement and corporate checklist, functional resumes, a few suggested references, a glossary of terms, and worksheets.

Available for \$16.75 per single copy, \$10.95 per 2-10 copies from Upstart Publishing Company, Inc., 50 Mill St., Dover, New Hampshire 03820. Call 1-800-235-8866 for more information.

Farm Management For Part-Time Farmers. 1980. NE 209. Cooperative Extension Service, Northeast States, 15pp.

Provides a general overview for those thinking of getting started in part-time farming or changing farm enterprises. Includes an introduction to initial decision making, a discussion of the advantages and disadvantages of various livestock and crop systems with tables of requirements, and a brief discussion of farm records and tax and insurance considerations.

Listed in the Catalog of Cornell Cooperative Extension Publications and is available for \$1.00 (payable to *Cornell University*) from Distribution Center C, 7 Research Park, Cornell University, Ithaca, New York 14850.

Getting Started in Commercial Farming in the Northeast. 1981. NE 243. Cooperative Extension Service, Northeast States, 23pp.

Written for those intending to start a commercial farming enterprise. Provides a general overview of initial considerations and discussions on methods of acquiring a farm, criteria for selecting a farm, financing a farm, managing finances including types of farm accounts and amount of credit to use, and budgeting financial changes including examples using complete and partial budgets.

Listed in the Catalog of Cornell Cooperative Extension Publications and is available for \$1.00 (payable to *Cornell University*) from Distribution Center C, 7 Research Park, Cornell University, Ithaca, New York 14850.

Holcomb, George B. Getting Started in Farming on A Small Scale. 1982. U.S. Department of Agriculture, Agricultural Information Bulletin No. 451, 41pp.

Written for those considering part-time farming. Provides information on initial planning considerations; farm selection; enterprise selection with discussion and tables of general requirements and considerations for various crop and livestock systems including beekeeping, tree crops, rabbits, and fish; farm start-up planning including cash flow planning, sources of credit, and debt load; and a brief discussion of the types of farm records. Appendices include information on appraising your resources, some additional USDA publications, availability of public land, and USDA agencies.

Available for \$3.25, including shipping, from Superintendent of Documents, U.S. Government Printing Office, Washington, D.C. 20402-9325.

Your Business - A Management Guide for Small Business. New York State Department of Commerce, 74pp.

Written for owners and future owners of small businesses, but is not specifically farm oriented. Provides information on initial considerations, financing the business including cash flow budgeting and sources of credit, location selection, business insurance, purchasing and inventory control, record keeping including an example of a balance sheet and a profit and loss statement, consumer credit, advertising, government regulations, and assistance programs available through the Division for Small Business and the Minority and Women's Business Division of the New York State Department of Commerce.

Available for free from the New York State Department of Commerce, One Commerce Plaza, Albany, New York 12245.

Marketing

Estimating Retail Market Potential. Revised June 1986. Pm-1149g. Cooperative Extension Service, Iowa State University, 7pp.

This publication briefly outlines some of the more common approaches to determining the economic potential of starting a retail business in a given site and a given area.

Available for \$0.50 from the Publications Distribution Center, Printing and Publications Building, Iowa State University, Ames, Iowa 50011.

Farmer to Consumer Marketing. 1980. PNW 201-206, A Pacific Northwest Extension Publication, Washington State University, Oregon State University, and University of Idaho.

PNW 201 - 1 An Overview. 5pp.

Presents some basic questions for those interested in starting a direct marketing business. Includes a brief discussion of personal and business considerations, and descriptions of various direct marketing alternatives.

PNW 202 - 2 Production and Marketing Costs. 5pp.

Provides concise information on production and marketing cost strategies. Includes a discussion of crop budget analysis with a sample budget, breakeven analysis, variable cost decision making, and considerations in profitable crop selection.

PNW 203 - 3 Merchandising, Pricing, and Promotional Strategies. 7pp.

Provides a discussion of merchandising strategies - what services and choices to offer customers, pricing strategy with numerical examples, and promotional techniques.

PNW 204 - 4 Place of Business and Product Quality. 6pp.

Provides a discussion on selecting location, site, and facilities and on maintaining product quality. Includes a table of desired storage conditions for various produce items.

PNW 205 - 5 Personnel Management. 3pp.

Provides a brief discussion of selecting employees, determining personnel policies, and evaluating job performance.

PNW 206 - 6 Financial Management. 7pp.

Provides a concise overview of financial management. Includes a discussion of the roles of a manager; steps in the decision making process; recordkeeping with a brief explanation and sample of a balance sheet, income statement, and cash flow statement; and some tools in financial analysis.

These publications are available for \$0.25 each, except PNW 205 which is free, from the Agricultural Communications Department, Publications Orders, Oregon State University, Corvallis, Oregon 97331-2119. Shipping and handling is \$0.25 for orders up to \$2.50 and 15 percent for orders of \$2.50 - \$100.

Levison, Jay C. Guerrilla Marketing. 1984. Houghton Mifflin Company, 218pp.

A spirited and anecdotal book on inexpensive, practical means for marketing your small business. Contains many ideas and examples for low cost marketing tactics such as canvassing, telephoning, circulars and brochures, classified advertising, signs, yellow pages, radio, television, and special events. Also includes a short bibliography of other small business marketing books.

Available for \$8.70 plus \$1.50 for shipping and handling from Houghton Mifflin Company, Wayside Rd., Burlington, Massachusetts 01803.

Regulations and Insurance

Grossman, Dale A. & Mark J. Henderson. Farm Labor Regulations. 1986. Cornell Cooperative Extension publication, Information Bulletin 204, 28pp.

Contains information on the regulations of concern to New York farm employers and employees. A fairly indepth and readable guide to regulations governing taxes, wages, insurance, safety and health, migrant workers, and youth employment. Sources for further information

are given for each topic. Additionally, the appendix includes addresses for statewide offices of relevant federal and state agencies.

Available for \$2.75 (payable to *Cornell University*) from Distribution Center C, 7 Research Park, Cornell University, Ithaca, New York 14850.

Hadcock, Stephen. Liability Insurance for the New York Farm Business. 1987. An update of A.E. Ext. 78-17, 13pp.

This publication explains the types of liability insurance policies and provides information on eligibility and coverage. Annual premium rates for Worker's Compensation Insurance are included.

Available for free from the Agricultural Economics Department, 418 Warren Hall, Cornell University, Ithaca, New York 14853-7801.

Sources of Economic Data for Decision Making

Agricultural Prices Annual Summary. Issued annually in June. Agricultural Statistics Board, National Agricultural Statistics Service, U.S. Department of Agriculture.

Provides information on prices received for various food grains, feed grains, hay, tobacco, cotton, oil crops, fruits, vegetables, livestock and products, dairy products, poultry and eggs; and information on prices paid for building and fencing materials, electricity, farm machinery, farm and motor supplies, feed, fertilizer, fuels and energy, pesticide materials, replacement livestock, seeds, and telephone.

Available for \$5.00 per copy from the Agricultural Statistics Board Publications, 5829 South Building, U.S. Department of Agriculture, Washington, D.C. 20050.

Christensen, Robert L. Economics for Small Scale Food Producers. 1984. C-123, Cooperative Extension Service, University of Massachusetts, Amherst, Massachusetts, 50pp.

Provides representative budgets for various small scale food enterprises in order to demonstrate procedures which can be employed by producers to calculate their costs and to estimate the value of their production and returns to their labor. Includes a discussion of fixed and variable costs and process and enterprise budgets. Budgets for sweet corn, spring lambs, broilers, laying hens, hogs, beef, sheep, strawberries, and blueberries are included along with tables of the requirements for beef and dairy enterprises, swine, sheep and poultry enterprises, and various crop enterprises. Some of the cost information is outdated.

Available for free from the Bulletin Center, Cottage A, University of Massachusetts, Amherst, Massachusetts 01003.

Dhillon, P.S. and R.G. Latimer. Costs of Producing Fresh Market Vegetables in Southern New Jersey. 1986. P-02131-1-86, New Jersey Agricultural Experiment Station, Cook College, New Jersey, 65pp.

Provides estimated costs of materials, labor, machinery and equipment, irrigation, land, overhead, management, and marketing for cabbage,

escarole, endive, lettuce, collards, kale, turnip tops, mustard greens, dandelions, spinach, parsley, dill, beets, radishes, leeks, scallions, summer squash, cucumbers, eggplant, peppers, and tomatoes. Because costs reported in this study are for fresh market vegetables produced on small farms around Vineland in southern New Jersey, some costs may not be directly applicable to farms in New York.

Available for free from the Department of Agricultural Economics, P.O. Box 231, Cook College, Rutgers University, New Brunswick, New Jersey 08903.

Marketing New York Celery, Corn, Cucumbers, and Lettuce. Published annually in May or June. Federal-State Market News Service, New York State Department of Agriculture and Markets and U.S. Department of Agriculture.

Provides an annual summary of marketing activities of New York grown celery, corn, cucumbers, and lettuce. Contains shipping point and wholesale terminal market prices, shipment and arrival information as well as acreage and production information.

Available for \$1.00 from Federal-State Market News Service, 900 Jefferson Rd., Room 120, Rochester, New York 14623.

New York Agricultural Statistics Annual Bulletin. Issued annually in July. New York Crop Reporting Service and New York State Department of Agriculture and Markets, Albany.

Provides information on the acreage, yields, production, and value of various field, vegetable, fruit, and flower crops; dairy production; livestock and poultry production and value; and other agricultural statistics such as consumer price index, prices paid and received by farmers, and farm real estate values.

Available for free from the New York Agricultural Statistics Service, 1 Winners Circle, Albany, New York 12235-0001.

Phelps, Joel B. and R. Brian How. Planning Data For Small Scale Commercial Vegetable and Strawberry Production in New York. 1981. A.E. Res. 81-21, Cornell University, Ithaca, New York, 91pp.

Provides information on production practices, costs, and returns for producing vegetables and small fruits commercially on a small scale in New York State. Costs are based on conditions assumed to prevail on a small farm in western New York in 1980. Includes marketing costs for retail farmers markets, u-pick, and roadside markets and for the following crops: snap beans, broccoli, cabbage, cauliflower, sweet corn, cucumbers, melons, peas, peppers, pumpkins, winter squash, strawberries, tomatoes, beets, carrots, lettuce, onions, and summer squash.

Available for free from the Office of Publications, Department of Agricultural Economics, 12 Warren Hall, Cornell University, Ithaca, New York 14853-7801.

Snyder, Darwin P. Fruit and Vegetable Crops Cost and Returns From Farm Cost Accounts. 1984. A.E. Res. 84-20, Cornell University, Ithaca, New York, 21pp.

Provides data on costs and returns for apples, cherries, grapes, peaches, prunes, beets, cabbage, peas, snap beans, sweet corn, carrots, cauliflower, celery, lettuce, onions, tomatoes, and strawberries.

Available for free from the Office of Publications, Department of Agricultural Economics, 12 Warren Hall, Cornell University, Ithaca, New York 14853-7801.

Snyder, Darwin P. Field Crop Enterprise Budgets: 1987 Projections and Grower Worksheets. 1987. A.E. Res. 87-8, Cornell University, Ithaca, New York, 35pp.

Provides an estimate of current operating costs and returns for field crop enterprises typically found on dairy and cash crop farms in New York State. Includes hay, hay crop silage, corn silage, high moisture ear corn, corn grain - conventional and no-till, oats, red kidney beans, soybeans, and winter wheat.

Available for free from the Office of Publications, Department of Agricultural Economics, 12 Warren Hall, Cornell University, Ithaca, New York 14853-7801.

Snyder, Darwin P. 1987 Budget Guide: Estimated Prices for Crop Operating Inputs and Capital Investment Items. 1987. A.E. Res. 87-9, Cornell University, Ithaca, New York, 15pp.

Provides a compilation of prices for field crop operating inputs including seed, fertilizer and lime, pesticides, labor, supplies, and interest; and for capital investment items including power and field equipment, dairy structures and equipment, machine storage buildings, and manure system components.

Available for free from the Office of Publications, Department of Agricultural Economics, 12 Warren Hall, Cornell University, Ithaca, New York 14853-7801.

Stathacos, Charles J. and Gerald B. White. An Economic Analysis of New York Greenhouse Enterprises. 1981. A.E. Res. 81-21, Cornell University, Ithaca, New York, 28pp.

Presents enterprise budgets for poinsettias, lilies, chrysanthemums, geraniums, and hydrangeas. Includes information on growing practices and costs of production.

Available for free from the Office of Publications, Department of Agricultural Economics, 12 Warren Hall, Cornell University, Ithaca, New York 14853-7801.

Teichert, Kurt. An Analysis of Costs and Returns in Conventional and Organic Vegetable Production. 1986. Research Report No. 2, New Alchemy, 16pp.

This publication is a useful guide to evaluating economic information that is relevant to small scale conventional and organic vegetable producers. Reviews literature pertaining to economic analysis of vegetable and fruit production, outlines strategies for estimating production costs for small scale farms, discusses various marketing strategies and their associated costs and revenues, and provides an overview of the major factors which influence costs and returns in small

scale vegetable production. Includes bibliography.

Available for \$2.50 plus \$1.50 for shipping and handling from New Alchemy Institute, 237 Hatchville Rd., East Falmouth, Massachusetts 02536.

Warner, Mildred E. Enterprise Budgets for Potatoes, Wheat, Cauliflower, Peaches, and Table Grapes on Long Island, New York. 1985. A.E. Res. 85-12, Cornell University, Ithaca, New York, 88pp.

Provides a detailed comparison of costs, returns, and labor requirements for the above crops. Marketing, transportation, storage, and other production costs are included. The appendix contains a discussion of estimating storage requirements for peaches and grapes.

Available for free from the Office of Publications, Department of Agricultural Economics, 12 Warren Hall, Cornell University, Ithaca, New York 14853-7801.

Wolanyk, Alison M. Fruit Farm Business Summary - Lake Ontario Region, 1984. 1985. A.E. Ext. 85-27, Cornell University, Ithaca, New York, 15pp.

A summary and analysis of 1984 farm business records from 13 commercial fruit farms in western New York. The farms in this study are primarily apple farms, however, it also includes information on cherries, peaches, pears, plums and prunes, and grapes. The report is prepared in a workbook form to assist individuals in the analysis of their own farm business.

Available for free from the Office of Publications, Department of Agricultural Economics, 12 Warren Hall, Cornell University, Ithaca, New York 14853-7801.

Periodicals Useful For Exploring Alternatives

Enterprise Farming. Published annually for Ford Tractor Operations by Sponsorship Marketing. Will not be published in 1987, but back issues are available.

Presents enterprise options for small part-time and traditional farms. Articles cover aspects of business management and estate planning, high value and specialty vegetables, unusual livestock breeds, and small fruits. Numerous possibilities are introduced including raising pheasants and growing wildflowers, organic produce, and sorghum. Since Ford supports this magazine, many uses of tractors are mentioned.

Available for \$4.95 per issue. Call Sponsorship Marketing (212) 242-2460.

Financial Independence. Published annually for Nissan Motor Corporation by Mother Earth News, 105 Stoney Mountain Rd., Hendersonville, North Carolina 28791.

Oriented to the rural resident and covers the accomplishments and activities of rural entrepreneurs. Provides "how to" articles that focus on market niches in the service industry. Agricultural and

natural resource enterprises are also considered. Because it is produced by Nissan, there are many examples of enterprises that use trucks.

For information contact Sponsorship Marketing (212) 242-2460.

The New Farm. Published seven times a year by the Regenerative Agriculture Association (a Program of Rodale Institute).

Articles focus on cost cutting practices and technologies. Provides information on weed and insect control, alternative crops, and marketing. Reduced input and organic farming methods are emphasized.

Available for \$15 per year from the Regenerative Agriculture Association, Emmaus, Pennsylvania 18049.

Rural Enterprise. Published quarterly.

Provides information for people looking for enterprising ways to increase income by diversifying their farm or ranch or by marketing directly to consumers. Enterprise ideas including value-added processing of traditional crops; growing Christmas trees, sod, mushrooms, and nursery stock; establishing farm stands and bed and breakfast inns; and developing crafts are explored.

Available for \$8.95 per four issues or \$15.95 per eight issues. For more information write to Rural Enterprise, P.O. Box 878, Memomonee Falls, Wisconsin 53051.

Successful Farming: The Magazine of Farm Management. Published 16 times per year by the Meredith Corporation.

Provides information on farm diversification and new enterprise opportunities. Features articles on farm management, livestock, crops, machinery, labor, soils, marketing, and diversification opportunities.

All subscription orders must show farm or ranch connection as owner or operator or farm related occupation in order to subscribe at the basic rate of \$10 per year. For more information write to the Meredith Corporation, 1716 Locust St., Des Moines, Iowa 50336.