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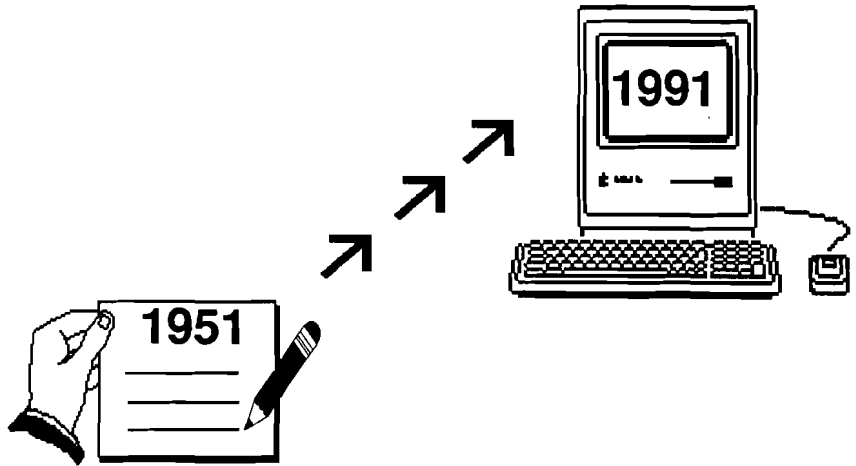
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DAIRY FARM BUSINESS SUMMARY

NORTHERN NEW YORK REGION 1991



**DFBS
40th
Anniversary**

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**1991 DAIRY FARM BUSINESS SUMMARY
NORTHERN NEW YORK REGION**

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**1991 DAIRY FARM BUSINESS SUMMARY
Northern New York***

INTRODUCTION

Dairy farmers throughout New York State have been participating in Cornell Cooperative Extension's farm business summary and analysis program since the early 1950's. Managers of each participating farm business receive a comprehensive summary and analysis of the farm business. The information in this report represents an average of the data submitted from dairy farms in the Northern New York region.

Program Objective

The primary objective of the dairy farm business summary, DFBS, is to help farm managers improve the business and financial management of their business through appropriate use of historical farm data and the application of modern farm business analysis techniques. In short, DFBS identifies business and financial information farmers need and demonstrates how it should be used in identifying and evaluating strengths and weaknesses of the farm business.

Format Features

This regional report follows the same general format as in the 1991 DFBS printout received by all participating dairy farmers. The analysis tables have an open column or section labeled My Farm. It may be used by any dairy farm manager who wants to compare his or her business with the average data of this region. A DFBS Data Check-in Form can be used by non-DFBS participants to summarize their businesses.

This report features:

- (1) an income statement including accrual adjustments for farm business expenses and receipts, as well as measures of profitability with and without appreciation,
- (2) a complete balance sheet with analytical ratios;
- (3) a cash flow summary including debt repayment ability;
- (4) an analysis of crop acreage, yields, and expenses;
- (5) an analysis of dairy livestock numbers, production, and expenses; and
- (6) a capital and labor efficiency analysis.

Micro DFBS, a computer program which enables Cooperative Extension agents and specialists to calculate and print individual farm business reports in their offices, is now being used by the dairy farm management field staff for nearly 100 percent of the farms cooperating. This innovative approach provides faster processing of farm record data and increased use of the DFBS in farm management programs.

*Northern New York, with the number of participating farms in parentheses, is comprised of Clinton (7), Essex (4), Franklin (33), Jefferson (21), Lewis (10), and St. Lawrence (27) Counties.

This report was written by Stuart F. Smith, Senior Extension Associate, Farm Management. Linda Putnam was in charge of data preparation. Cindy Farrell and Beverly Carcelli prepared the publication. Farm business data was collected by Cooperative Extension agents Anita Deming, Russell Coombe, George Yarnall, Pat Beyer, and LouAnne King.

SUMMARY AND ANALYSIS OF THE FARM BUSINESS

Business Characteristics

Planning the optimal management strategies is a crucial component of operating a successful farm. Various combinations of farm resources, enterprises, business arrangements, and management techniques are used by the dairy farmers in this region. The following table shows important farm business characteristics and the number of farms with these characteristics.

BUSINESS CHARACTERISTICS
102 Northern New York Dairy Farms, 1991

<u>Type of Farm</u>	<u>Number</u>	<u>Type of Barn</u>	<u>Number</u>
Dairy	99	Stanchion/Tie-Stall	66
Part-time dairy	1	Freestall	30
Dairy cash-crop	2	Combination	6
Part-time cash-crop dairy	0		
		<u>Milking System</u>	<u>Number</u>
<u>Type of Ownership</u>	<u>Number</u>	Bucket & carry	2
Owner	93	Dumping station	7
Renter	9	Pipeline	62
		Herringbone parlor	26
<u>Type of Business</u>	<u>Number</u>	Other parlor	5
Single proprietorship	86	<u>Milking Frequency</u>	<u>Number</u>
Partnership	15	2x/day	88
Corporation	1	3x/day	12
		Other	2
<u>Business Record System</u>	<u>Number</u>	<u>Production Records</u>	<u>Number</u>
ELFAC II	0	DHIC	81
Account Book	61	Owner-Sampler	8
Agrifax (mail-in only)	5	Other	6
On-Farm Computer	24	None	7
Other	12		

The averages used in this report were compiled using data from all the participating dairy farms in this region unless noted otherwise. There are full-time dairy farms, part-time farms, dairy cash-crop farms, farm renters, partnerships, and corporations included in the average. Average data for these specific types of farms are presented in the State Business Summary.

Income Statement

In order for an income statement to accurately measure farm income, it must include cash transactions and accrual adjustments (changes in accounts payable, accounts receivable, inventories, and prepaid expenses).

Cash paid is the actual cash outlay during the year and does not necessarily represent the cost of goods and services actually used in 1991.

Change in inventory: Increases in inventories of supplies and other purchased inputs are subtracted in computing accrual expenses because they represent an increase in purchased inputs not actually used during the year. Decreases in purchased inventories are added to expenses because they represent inputs purchased in a prior year and used this year.

CASH AND ACCRUAL FARM EXPENSES
102 Northern New York Dairy Farms, 1991

Expense Item	Cash Paid +	Change in Inventory or Prepaid Expense* +	Change in Accounts Payable -	Accrual Expenses
<u>Hired Labor</u>	\$25,131	\$0 <<	\$283	\$25,414
<u>Feed</u>				
Dairy grain & conc.	59,106	186	482	59,774
Dairy roughage	1,250	39	-39	1,250
Nondairy	11	-3	0	8
<u>Machinery</u>				
Mach. hire, rent/lease	2,674	0 <<	44	2,718
Machinery repairs/parts	11,319	44	205	11,568
Auto exp. (farm share)	637	0 <<	-1	636
Fuel, oil & grease	5,463	21	40	5,524
<u>Livestock</u>				
Replacement livestock	2,419	0 <<	23	2,442
Breeding	2,436	65	14	2,515
Vet & medicine	3,875	-19	91	3,947
Milk marketing	5,849	0 <<	6	5,855
Cattle lease/rent	3	0 <<	0	3
Other livestock expense	9,520	-2	67	9,585
<u>Crops</u>				
Fertilizer & lime	5,149	516	235	5,900
Seeds & plants	2,876	-31	67	2,912
Spray, other crop exp.	2,854	15	-31	2,838
<u>Real Estate</u>				
Land/bldg./fence repair	3,711	2	152	3,865
Taxes	5,407	-4 <<	427	5,830
Rent & lease	3,815	24 <<	47	3,886
<u>Other</u>				
Insurance	4,393	0 <<	5	4,398
Telephone (farm share)	714	0 <<	7	721
Electricity (farm share)	6,077	0 <<	33	6,110
Interest paid	16,540	0 <<	0	16,540
Miscellaneous	2,762	-41	-7	2,714
Total Operating	\$183,991	\$812	\$2,150	\$186,953
Expansion livestock	1,411	0 <<	0	1,411
Machinery depreciation				13,569
Building depreciation				5,515
TOTAL ACCRUAL EXPENSES				\$207,448

Change in prepaid expenses (noted above by <<) is a net change in non-inventory expenses that have been paid in advance of their use, for example, 1992 rent paid in 1991. If 1991 funds used to prepay 1992 rent exceeded the amount of 1991 rent prepaid in 1990, the amount of this excess is entered as a negative number to exclude it from 1991 accrual rental expenses. The excess prepaid rent should be charged against the future year's business operation. A decrease in prepaid rent is added to accrual expenses because it represents use of resources during this year that were paid for in past years.

Change in accounts payable: An increase in accounts payable from beginning to end of year is added and a decrease is subtracted when calculating accrual expenses.

Accrual expenses are the costs of inputs actually used in this year's production. They are the total of cash paid, as well as changes in inventory, prepaid expenses, and accounts payable.

CASH AND ACCRUAL FARM RECEIPTS
102 Northern New York Dairy Farms, 1991

Receipt Item	Cash Receipts	+ Change in Inventory	+ Change in Accounts Receivable	- Accrual Receipts
Milk sales	\$194,348		\$2,486	\$196,834
Dairy cattle	14,807	\$4,448	145	19,400
Dairy calves	4,501		0	4,501
Other livestock	292	136	0	428
Crops	2,408	102	133	2,643
Government receipts	1,448	0*	118	1,566
Custom machine work	261		10	271
Gas tax refund	44		0	44
Other	3,054		-51	3,003
Less nonfarm noncash cap.**		(-) 104		(-) 104
Total Receipts	\$221,163	\$4,582	\$2,841	\$228,586

*Change in advanced government receipts.

**Gifts or inheritances of cattle or crops included in inventory.

Cash receipts include the gross value of milk checks received during the year plus all other payments received from the sale of farm products, services, and government programs. Nonfarm income is not included in calculating farm profitability.

Changes in inventory of assets produced by the business are calculated by subtracting beginning of year values from end of year values excluding appreciation. Increases in livestock inventory caused by herd growth and/or quality are added, and decreases caused by herd reduction and/or quality are subtracted. Changes in inventories of crops grown are also included. Changes in advanced government receipts are calculated by subtracting the end year balance from the beginning year balance (balances are listed with the current liabilities on the Balance Sheet).

Changes in accounts receivable are calculated by subtracting beginning year balances from end year balances. The January milk check for this December's marketings compared with the previous January's check is included as a change in accounts receivable.

Accrual receipts represent the value of all farm commodities produced and services actually generated by the farm business during the year.

Profitability Analysis

Farm operators contribute labor, management, and capital to their businesses and the combination of these resources selected determines income. Farm profitability can be measured as the return to all family resources or as the return to one or more individual resources such as labor and management.

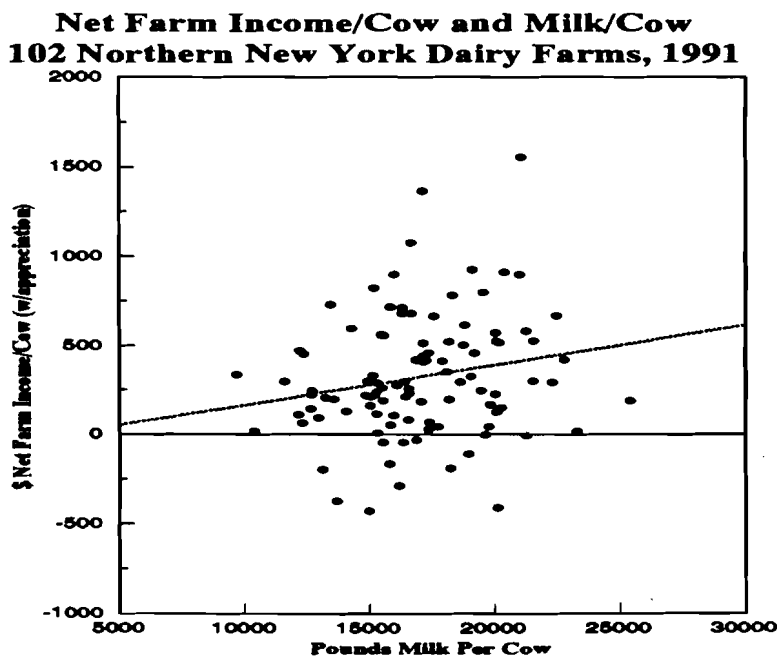
Net farm income is the return to the farm operators and other unpaid family members for their labor, management, and equity capital. It is the farm family's net annual return from working, managing, financing, and owning the farm business. This is not a measure of cash available from the year's business operation. Cash flow is evaluated later in this report.

Net farm income is computed both with and without appreciation. Appreciation represents the change in values caused by annual changes in prices of live-stock, machinery, real estate inventory, and stocks and certificates (other than Farm Credit). Appreciation is a major factor contributing to changes in farm net worth and must be included for a complete profitability analysis.

NET FARM INCOME
102 Northern New York Dairy Farms, 1991

Item	Average	My Farm
Total accrual receipts	\$228,586	\$ _____
Appreciation: Livestock	911	_____
Machinery	2,914	_____
Real Estate	4,339	_____
Other Stock/Certificates	100	_____
Total Including Appreciation	\$236,850	\$ _____
Total accrual expenses	- 207,448	- _____
Net Farm Income (with appreciation)	\$29,402	\$ _____
Net Farm Income (without appreciation)	\$21,138	\$ _____

The chart below shows the relationship between net farm income per cow (with appreciation) and pounds of milk sold per cow. Generally, farms with a higher production per cow have higher profitability per cow.



Return to operators' labor, management, and equity capital measures the total net farm income for the farm operator(s). It is calculated by deducting a charge for unpaid family labor from net farm income. Operators' labor is not included in unpaid family labor. Return to operators' labor, management, and equity capital has been calculated both with and without appreciation. Appreciation is an important part of the return to ownership of farm assets.

RETURN TO OPERATORS' LABOR, MANAGEMENT, AND EQUITY
102 Northern New York Dairy Farms, 1991

Item	Average		My Farm	
	With Apprec.	Without Apprec.	With Apprec.	Without Apprec.
Net farm income	\$29,402	\$21,138	\$ _____	\$ _____
Family labor unpaid @ \$1,300 per month	- 4,628	- 4,628	- _____	- _____
Return to operators' labor, management, & equity	\$24,774	\$16,510	\$ _____	\$ _____

Labor and management income is the return which farm operators receive for their labor and management used in operating the farm business. Appreciation is not included as part of the return to labor and management because it results from ownership of assets rather than management of the farm business. Labor and management income is calculated by deducting the opportunity cost of using equity capital, at a real interest rate of five percent, from the return to operators' labor, management, and equity capital excluding appreciation. The interest charge of five percent reflects the long-term average rate of return above inflation that a farmer might expect to earn in comparable risk investments.

LABOR AND MANAGEMENT INCOME
102 Northern New York Dairy Farms, 1991

Item	Average	My Farm
Return to operators' labor, management, & equity without appreciation	\$16,510	\$ _____
Real interest @ 5% on \$343,354 average equity capital	- 17,168	- _____
Labor & Management Income	\$ -658	\$ _____
Labor & Management Income per 1.19 Operator/Manager	\$ -553	\$ _____

Return on equity capital measures the net return remaining for the farmer's equity or owned capital after a charge has been made for the owner-operator's labor and management. The earnings or amount of net farm income allocated to labor and management is the opportunity cost of operators' labor and management estimated by the cooperators. Return on equity capital is calculated with and without appreciation. The rate of return on equity capital is determined by dividing the amount returned by the average farm net worth or equity capital. Return on total capital is calculated by adding interest paid to the return on equity capital and then dividing by average farm assets to calculate the rate of return on total capital.

RETURN ON EQUITY CAPITAL AND RETURN ON TOTAL CAPITAL
102 Northern New York Dairy Farms, 1991

<u>Item</u>	<u>Average</u>	<u>My Farm</u>
Return to operators' labor, management, & equity capital with appreciation	\$24,774	\$ _____
Value of operators' labor & management	- 26,536	- _____
Return on equity capital with appreciation	\$-1,762	\$ _____
Interest paid	\$16,540	\$ _____
Return on total capital with appreciation	\$14,778	\$ _____
Return on equity capital without appreciation	\$-10,026	\$ _____
Return on total capital without appreciation	\$6,514	\$ _____
Rate of return on average equity capital:		
with appreciation	-.51%	_____ %
without appreciation	-2.92%	_____ %
Rate of return on average total capital:		
with appreciation	2.72%	_____ %
without appreciation	1.20%	_____ %

Farm and Family Financial Status

The first step in evaluating the financial position of the farm is to construct a balance sheet which identifies all the assets and liabilities of the business. The second step is to evaluate the relationship between assets, liabilities, and net worth and changes that occurred during the year.

Financial lease obligations are included in the balance sheet. The present value of all future payments is listed as a liability since the farmer is committed to make the payments by signing the lease. The present value is also listed as an asset, representing the future value the item has to the business. For 1991, leases were discounted by 10.0 percent.

Advanced government receipts are included as current liabilities. Government payments received in 1991 that are for participation in the 1992 program are the end year balance and payments received in 1990 for participation in the 1991 program are the beginning year balance.

1991 FARM BUSINESS & NONFARM BALANCE SHEET
102 Northern New York Dairy Farms, 1991

<u>Farm Assets</u>			<u>Farm Liabilities & Net Worth</u>		
	Jan. 1	Dec. 31		Jan. 1	Dec. 31
<u>Current</u>			<u>Current</u>		
Farm cash, checking & savings	\$7,067	\$4,733	Accounts payable	\$6,370	\$8,520
Accounts rec.	14,576	17,416	Operating debt	3,465	3,862
Prepaid exp.	57	38	Short-term	1,774	1,788
Feed & supplies	42,774	42,084	Advanced govt. rec.	0	0
Total	\$64,474	\$64,271	Total	\$11,609	\$14,170
<u>Intermediate</u>			<u>Intermediate</u>		
Dairy cows:			Structured debt		
owned	\$89,677	\$94,757	1-10 years	\$81,211	\$86,656
leased	89	0	Financial lease		
Heifers	42,718	42,978	(cattle/mach.)	2,456	2,752
Bulls/other lvstk.	819	975	Farm Credit stock	1,018	745
Mach./eq. owned	116,604	116,418	Total	\$84,685	\$90,153
Mach./eq. leased	2,367	2,752			
Farm Credit stock	1,018	745			
Other stock/cert.	2,232	2,345			
Total	\$255,524	\$260,970			
<u>Long-Term</u>			<u>Long Term</u>		
Land/buildings:			Structured debt		
owned	\$214,030	\$225,281	>10 yrs	\$98,465	\$98,761
leased	213	16	Financial lease		
Total	\$214,243	\$225,297	(structures)	213	16
Total Farm Assets	\$534,241	\$550,538	Total	\$98,678	\$98,777
			Total Farm Liab.	\$194,972	\$203,100
			FARM NET WORTH	\$339,269	\$347,438

<u>Nonfarm Assets, Liabilities & Net Worth (Average of 58 farms reporting)</u>					
<u>Assets</u>			<u>Liabilities & Net Worth</u>		
	Jan. 1	Dec. 31		Jan. 1	Dec. 31
Personal cash, chkg. & savings	\$5,898	\$7,710	Nonfarm Liab.	\$8,030	\$9,226
Cash value life ins.	5,194	5,860			
Nonfarm real estate	15,259	16,603			
Auto (personal sh.)	5,617	5,455			
Stocks & bonds	4,641	5,469			
Household furn.	10,198	10,266			
All other	1,976	1,922			
Total Nonfarm Assets	\$48,782	\$53,286	NONFARM NET WORTH	\$40,752	\$44,060

<u>Farm & Nonfarm Assets, Liabilities, & Net Worth*</u>		
	Jan. 1	Dec. 31
Total Assets	\$583,023	\$603,824
Total Liabilities	203,002	212,326
TOTAL FARM & NONFARM NET WORTH	\$380,021	\$391,498

*Assumes that average nonfarm assets and liabilities for the nonreporting farms were the same as for those reporting.

Balance sheet analysis involves examination of relative asset and debt levels for the business. Percent equity is calculated by dividing end of year net worth by end of year assets and multiplying by 100. The debt to asset ratio is compiled by dividing liabilities by assets. Low debt to asset ratios reflect business solvency and the potential capacity to borrow. Debt levels per productive unit represent old standards that are still useful if used with measures of cash flow and repayment ability. The change in farm net worth without appreciation is an excellent indicator of farm generated financial progress.

BALANCE SHEET ANALYSIS
102 Northern New York Dairy Farms, 1991

Item	Average	My Farm		
<u>Financial Ratios - Farm:</u>				
Percent equity	63%	_____ %		
Debt/asset ratio: total	.37	_____		
long-term	.44	_____		
intermediate/current	.32	_____		
<u>Change in Net Worth:</u>				
Without appreciation	\$-95	\$ _____		
With appreciation	\$8,169	\$ _____		
<u>Farm Debt Analysis:</u>				
Accounts payable as % of total debt	4%	_____ %		
Long-term liabilities as a % of total debt	49%	_____ %		
Current & inter. liab. as a % of total debt	51%	_____ %		
<u>Farm Debt Levels:</u>				
	Per Cow	Per Tillable Acre Owned	Per Cow	Per Tillable Acre Owned
Total farm debt	\$2,208	\$1,058	\$ _____	\$ _____
Long-term debt	1,074	514	_____	_____
Intermediate & current debt	1,134	543	_____	_____

Farm inventory balance is an accounting of the value of assets used on the balance sheet and the changes that occur from the beginning to end of year. Changes in the livestock inventory are included in the dairy analysis. Net investment indicates whether the capital stock is being expanded (positive) or depleted (negative).

FARM INVENTORY BALANCE
102 Northern New York Dairy Farms, 1991

Item	Average of Region's Farms	
	Real Estate	Machinery & Equipment
Value beg. of year	\$214,030	\$116,604
Purchases	\$15,394*	\$10,956
Gift/inheritance	+ 0	+ 0
Lost capital	- 2,379	- --
Sales	- 339	- 487
Depreciation	- 5,515	- 13,569
Net investment	= 7,161	= -3,100
Appreciation	+ 4,089**	+ 2,914
Value end of year	\$225,281	\$116,418

*\$4,862 land and \$10,532 buildings and/or depreciable improvements.

**Excludes \$250 of appreciation on assets sold during the year.

Cash Flow Statement

Completing an annual cash flow statement is an important step in understanding the sources and uses of funds for the business. Understanding last year's cash flow is the first step toward planning and managing cash flow for the current and future years.

The annual cash flow statement is structured to compare all the cash inflows including beginning balances with all the cash outflows including ending balances for the year. By definition, total cash inflows must equal total cash outflows when beginning and ending balances are included. Any imbalance is, therefore, the error from incorrect accounting of cash inflows and cash outflows. Whenever an imbalance exists, all other financial measures may also be in error.

ANNUAL CASH FLOW STATEMENT
102 Northern New York Dairy Farms, 1991

<u>Item</u>	<u>Average</u>	<u>My Farm</u>
<u>Cash Inflows</u>		
Beginning farm cash, checking & savings	\$ 7,067	\$ _____
Cash farm receipts	221,163	_____
Sale of assets: Machinery	487	_____
Real estate	290	_____
Other stock & certificate	4	_____
Money borrowed (intermediate & long-term)	30,312	_____
Money borrowed (short-term)	1,731	_____
Increase in operating debt	397	_____
Nonfarm income	7,315	_____
Cash from nonfarm capital used in the business	2,853	_____
Money borrowed - nonfarm	1,052	_____
Total	\$272,671	\$ _____
<u>Cash Outflows</u>		
Cash farm expenses	\$183,991	\$ _____
Capital purchases: Expansion livestock	1,411	_____
Machinery	10,956	_____
Real estate	15,394	_____
Other stock & certificate	17	_____
Principal payments (intermediate & long-term)	24,571	_____
Principal payments (short-term)	1,717	_____
Decrease in operating debt	0	_____
Personal withdrawals & family expenditures		
including nonfarm debt payments	27,518	_____
Ending farm cash, checking & savings	4,733	_____
Total	\$270,309	\$ _____
Imbalance (error)	\$2,362	\$ _____

ANNUAL CASH FLOW WORKSHEET

Item	Regional	My Farm		Expected Change	1992 Projection
	Average (per cow)	Total	Per Cow		
Average number of cows	88.2				
<u>Accrual Oper. Receipts</u>					
Milk	\$2,231.68	\$	\$		\$
Dairy cattle	219.95				
Dairy calves	51.03				
Other livestock	4.85				
Crops	29.97				
Misc. receipts	55.37				
Total	\$2,592.86	\$	\$		\$
<u>Accrual Oper. Expenses</u>					
Hired labor	\$288.14	\$	\$		\$
Dairy grain & conc.	677.71				
Dairy roughage	14.17				
Nondairy feed	.09				
Mach. hire/rent/lease	30.82				
Mach. rpr./parts & auto	138.37				
Fuel, oil & grease	62.63				
Replacement lvstk.	27.69				
Breeding	28.51				
Vet & medicine	44.75				
Milk marketing	66.38				
Cattle lease	.03				
Other livestock exp.	108.67				
Fertilizer & lime	66.88				
Seeds & plants	33.02				
Spray/other crop exp.	32.18				
Land, bldg., fence repair	43.81				
Taxes	66.10				
Real estate rent/lease	44.06				
Insurance	49.88				
Utilities	77.45				
Miscellaneous	30.77				
Total Less Int. Paid	\$1,932.11				\$
<u>Net Accrual Operating Income</u> (total)					
(without interest paid)	\$58,276	\$			\$
- Change in lvstk./crop inv.*	4,582				
- Change in accts. rec.	2,841				
+ Change in feed/supply inv.**	812				
+ Change in accts. payable***	2,150				
NET CASH FLOW	\$53,815	\$			\$
- Net personal withdrawals from farm (see footnote on pg. 12)	19,151				
Available for Farm Debt					
Payments & Investments	\$34,664	\$			\$
- Farm debt payments	42,395				
Available for Farm Investment	\$-7,731	\$			\$
- Capital purchases: cattle, machinery & improvements	\$27,778				
Additional Capital Needed		\$			\$

*Includes change in advance government receipts.

**Includes change in prepaid expenses.

***Excludes change in interest account payable.

Cropping Analysis

The cropping program is an important part of the dairy farm business and often represents opportunities for improved management. A complete evaluation of what the available land resources are, how they are being used, how well crops are producing, and what it costs to produce them is important to evaluating alternative cropping and feed purchasing alternatives.

LAND RESOURCES AND CROP PRODUCTION
102 Northern New York Dairy Farms, 1991

Item	Average			My Farm		
	Owned	Rented	Total	Owned	Rented	Total
<u>Land</u>						
Tillable	192	96	288	_____	_____	_____
Nontillable	50	15	65	_____	_____	_____
Other nontillable	113	20	132	_____	_____	_____
Total	355	131	486	_____	_____	_____
<u>Crop Yields</u>	<u>Farms</u>	<u>Acres*</u>	<u>Prod/Acre</u>	<u>Acres</u>	<u>Prod/Acre</u>	
Hay crop	102	171	2.33 tn DM	_____	_____	tn DM
Corn silage	87	76	14.30 tn	_____	_____	tn
			4.90 tn DM	_____	_____	tn DM
Other forage	16	17	2.18 tn DM	_____	_____	tn DM
Total forage	102	238	3.02 tn DM	_____	_____	tn DM
Corn grain	33	69	95.23 bu	_____	_____	bu
Oats	11	36	52.27 bu	_____	_____	bu
Wheat	3	26	26.30 bu	_____	_____	bu
Other crops	15	27		_____	_____	
Tillable pasture	26	28		_____	_____	
Idle	35	35		_____	_____	
Total Tillable Acres	102	288		_____	_____	

*This column represents the average acreage for the farms producing that crop. Average acreages including those farms not producing were hay crop 171, corn silage 64, corn grain 22, oats 4, tillable pasture 7, and idle 12.

Average crop acres and yields compiled for the region are for the farms reporting each crop. Yields of forage crops have been converted to tons of dry matter using dry matter coefficients reported by the farmers. Grain production has been converted to bushels of dry grain equivalent based on dry matter information provided.

The following crop/dairy ratios indicate the relationship between forage production, forage production resources, and the dairy herd.

CROP/DAIRY RATIOS
102 Northern New York Dairy Farms, 1991

Item	Average	My Farm
Total tillable acres per cow	3.27	_____
Total forage acres per cow	2.70	_____
Harvested forage dry matter, tons per cow	8.18	_____

Cropping Analysis (continued)

A number of cooperators have allocated crop expenses among the hay crop, corn, and other crops produced. Fertilizer and lime, seeds and plants, and spray and other crop expenses have been computed per acre and per production unit for hay and corn. Additional expense items such as fuels, labor, and machinery repairs are not included.

CROP RELATED ACCRUAL EXPENSES
Northern New York Dairy Farms Reporting, 1991

Item	Total	Hay Crop		All	Corn	Corn
	Per Till. Acre	Per Acre	Per Ton DM	Corn Per Acre	Silage Per Ton DM	Grain Per Dry Shell Bu.
Number of farms reporting	102		21			14
Average number of acres	288		158			97
Fertilizer & lime	\$20.48	\$15.43	\$6.30	\$42.28	\$9.34	\$.39
Seeds & plants	10.11	5.06	2.07	21.33	4.71	.20
Spray & other crop expense	9.85	5.12	2.09	26.66	5.89	.25
Total	\$40.44	\$25.61	\$10.46	\$90.27	\$19.94	\$.84

My Farm:

Fertilizer & lime	\$ _____	\$ _____	\$ _____	\$ _____	\$ _____	\$ _____
Seeds & plants	_____	_____	_____	_____	_____	_____
Spray & other crop expense	_____	_____	_____	_____	_____	_____
Total	\$ _____	\$ _____	\$ _____	\$ _____	\$ _____	\$ _____

Most machinery costs are associated with crop production and should be analyzed with the crop enterprise. Total machinery expenses include the major fixed costs (interest and depreciation), as well as the accrual operating costs. Although machinery costs have not been allocated to individual crops, they are shown below per total tillable acre.

ACCRUAL MACHINERY EXPENSES
102 Northern New York Dairy Farms, 1991

Machinery Expense Item	Average		My Farm	
	Total Expenses	Per Til. Acre	Total Expenses	Per Til. Acre
Fuel, oil & grease	\$5,524	\$19.18	\$ _____	\$ _____
Machinery repairs & parts	11,568	40.17	_____	_____
Machine hire, rent & lease	2,718	9.44	_____	_____
Auto expense (farm share)	636	2.21	_____	_____
Interest (5%)	5,826	20.23	_____	_____
Depreciation	13,569	47.11	_____	_____
Total	\$39,841	\$138.34	\$ _____	\$ _____

Dairy Analysis

Analysis of the dairy enterprise can reveal a great deal about the strengths and weaknesses of the dairy farm business. Information on this page should be used in conjunction with DHI and other dairy production information. Changes in dairy herd size and market values that occur during the year are identified in the table below. The change in inventory value without appreciation is attributed to physical changes in herd size and quality. Any change in inventory is included as an accrual farm receipt when calculating all of the profitability measures on pages 6 and 7.

DAIRY HERD INVENTORY
102 Northern New York Dairy Farms, 1991

Item	Dairy Cows		Heifers					
	No.	Value	Bred		Open		Calves	
			No.	Value	No.	Value	No.	Value
Beg. year (owned)	86	\$89,677	25	\$22,173	28	\$14,146	25	\$6,399
+ Change w/o apprec.		4,622		143		-260		-56
+ Appreciation		458		349		115		-31
End year (owned)	92	\$94,757	26	\$22,665	27	\$14,001	24	\$6,312
End incl. leased	92							
Average number	88		77 (all age groups)					

My Farm:

Beg. of year (owned)	___	\$ ___	___	\$ ___	___	\$ ___	___	\$ ___
+ Change w/o apprec.		___		___		___		___
+ Appreciation		___		___		___		___
End of year (owned)	___	\$ ___	___	\$ ___	___	\$ ___	___	\$ ___
End including leased	___							
Average number	___		___ (all age groups)					

Total milk sold and milk sold per cow are extremely valuable measures of size and productivity, respectively, on the dairy farm. These measures of milk output are based on pounds of milk marketed during the year. Farm managers on DHI should compare milk sold per cow with their rolling herd average on the test date nearest December 31 to see how close the DHI estimate of milk produced is to actual milk sales.

MILK PRODUCTION
102 Northern New York Dairy Farms, 1991

Item	Average	My Farm
Total milk sold, lbs.	1,548,684	_____
Milk sold per cow, lbs.	17,556	_____
Average milk plant test, percent butterfat	3.67	_____

The cost of producing milk has been compiled using the whole farm method and is featured in the following table. Accrual receipts from milk sales can be compared with the accrual costs of producing milk per cow and per hundredweight of milk. Using the whole farm method, operating costs of producing milk are estimated by deducting nonmilk accrual receipts from total accrual operating expenses including expansion livestock purchased. Total costs of producing milk include the operating costs of producing milk plus depreciation on machinery and buildings, the value of unpaid family labor, the value of operators' labor and management, and the interest charge for using equity capital. Total costs without operator's labor, management, and capital are the operating costs plus depreciation and unpaid family labor.

ACCRUAL RECEIPTS FROM DAIRY AND COST OF PRODUCING MILK
102 Northern New York Dairy Farms, 1991

Item	Average			My Farm		
	Total	Per Cow	Per Cwt.	Total	Per Cow	Per Cwt.
<u>Accrual Costs of Producing Milk</u>						
Operating costs	\$156,612	\$1,776	\$10.11	\$ _____	\$ _____	\$ _____
Total costs w/o opers' labor, mgmt. & capital	\$180,324	\$2,044	\$11.64	\$ _____	\$ _____	\$ _____
Total Costs	\$224,028	\$2,540	\$14.47	\$ _____	\$ _____	\$ _____
<u>Accrual Receipts</u>						
<u>From Milk</u>	\$196,834	\$2,232	\$12.71	\$ _____	\$ _____	\$ _____

The accrual operating expenses most commonly associated with the dairy enterprise are listed in the table below. Evaluating these costs per unit of production enables an evaluation of the dairy enterprise.

DAIRY RELATED ACCRUAL EXPENSES
102 Northern New York Dairy Farms, 1991

Item	Average		My Farm	
	Per Cow	Per Cwt.	Per Cow	Per Cwt.
Purchased dairy grain & concentrates	\$678	\$3.86	\$ _____	\$ _____
Purchased dairy roughage	14	.08	_____	_____
Total Purchased Dairy Feed	\$692	\$3.94	\$ _____	\$ _____
Purchased grain & conc. as % of milk receipts		30%		%
Purchased feed & crop exp.	\$824	\$4.69	\$ _____	\$ _____
Purchased feed & crop exp. as % of milk receipts		37%		%
Breeding	\$29	\$.16	\$ _____	\$ _____
Veterinary & medicine	45	.25	_____	_____
Milk marketing	66	.38	_____	_____
Cattle lease	0	0.00	_____	_____
Other livestock expense	109	.62	_____	_____

Capital and Labor Efficiency Analysis

Capital efficiency factors measure how intensively the capital is being used in the farm business. Measures of labor efficiency are key indicators of management's success in generating products per unit of labor input.

CAPITAL EFFICIENCY
102 Northern New York Dairy Farms, 1991

Item	Per Worker	Per Cow	Per Tillable Acre	Per Tillable Acre Owned
Farm capital	\$190,724	\$6,150	\$1,883	\$2,825
Real estate		2,492		1,145
Machinery & equipment	41,870	1,350	413	
Capital turnover, years	2.29			
My Farm:				
Farm capital	\$ _____	\$ _____	\$ _____	\$ _____
Real estate	_____	_____	_____	_____
Machinery & equipment	_____	_____	_____	_____
Capital turnover, years	_____			

LABOR FORCE INVENTORY AND ANALYSIS
102 Northern New York Dairy Farms, 1991

Labor Force	Months	Age	Years of Educ.	Value of Labor & Mgmt.
Operator number 1	11.66	43	13	\$22,670
Operator number 2	2.39	37	13	3,464
Operator number 3	.24	50	13	402
Family paid	3.20			
Family unpaid	3.56			
Hired	<u>13.08</u>			
Total	34.12	+ 12 =	2.84 Worker Equivalent	1.19 Operator/Manager Equiv.
My Farm: Total				
Operator's	_____	+ 12 =	_____ Worker Equivalent	_____ Operator/Manager Equiv.

Labor Efficiency	Average		My Farm	
	Total	Per Worker	Total	Per Worker
Cows, average number	88	31	_____	_____
Milk sold, pounds	1,548,684	544,575	_____	_____
Tillable acres	288	101	_____	_____
Work units	955	336	_____	_____

Labor Costs	Total	Average		My Farm		
		Per Cow	Per Til. Acre	Total	Per Cow	Per Til. Acre
Value of operator(s) labor (\$1,300/mo.)	\$18,577	\$211	\$64.50	\$ _____	\$ _____	\$ _____
Family unpaid (\$1,300/mo.)	4,628	52	16.07	_____	_____	_____
Hired	<u>25,414</u>	<u>288</u>	<u>88.24</u>	_____	_____	_____
Total Labor	\$48,619	\$551	\$168.82	\$ _____	\$ _____	\$ _____
Machinery Cost	\$39,841	\$452	\$138.34	\$ _____	\$ _____	\$ _____
Total Labor & Mach.	\$88,460	\$1,003	\$307.15	\$ _____	\$ _____	\$ _____

Regional Farm Business Chart

The Farm Business Chart is a tool which can be used in analyzing your business. Compare your business by drawing a line through or near the figure in each column which represents your current level of performance. The five figures in each column represent the average of each 20 percent or quintile of farms included in the regional summary.

**FARM BUSINESS CHART FOR FARM MANAGEMENT COOPERATORS
102 Northern New York Dairy Farms, 1991**

Size of Business			Rates of Production			Labor Efficiency	
Worker Equivalent	No. of Cows	Pounds of Milk Sold	Pounds Milk Sold Per Cow	Tons Hay Crop DM/Acre	Tons Corn Silage Per Acre	Cows Per Worker	Pounds Milk Sold Per Worker
(10)*	(10)	(10)	(9)	(8)	(8)	(10)	(10)
5.1	176	3,322,963	21,196	4.1	21	44	776,750
3.1	96	1,752,405	18,474	2.9	16	34	587,840
2.5	70	1,105,589	16,712	2.1	14	30	506,906
2.1	55	868,978	15,456	1.6	12	25	422,423
1.4	39	594,583	12,851	1.1	8	20	308,439

Cost Control

Grain Bought Per Cow	% Grain is of Milk Receipts	Machinery Costs Per Cow	Labor & Machinery Costs Per Cow	Feed & Crop Expenses Per Cow	Feed & Crop Expenses Per Cwt. Milk
(9)	(9)	(10)	(10)	(9)	(9)
\$404	21%	\$258	\$ 731	\$ 532	\$3.44
553	27	364	868	667	4.21
626	31	436	987	758	4.59
731	34	500	1,100	893	5.10
937	40	669	1,335	1,102	6.00

Value and Cost of Production			Profitability			
Milk Receipts Per Cow	Oper. Cost Milk Per Cwt.	Total Cost Production Per Cwt.	Net Farm Income w/Apprec.	Net Farm Inc. w/o Apprec.	Labor & Mgt. Inc. Per Oper.	Change in Net Worth w/Apprec.
(9)	(9)	(9)	(3)	(3)	(3)	(5)
\$2,686	\$ 7.73	\$12.33	\$85,154	\$70,003	\$31,908	\$49,505
2,320	9.15	13.59	35,867	27,457	7,703	14,268
2,115	10.05	14.81	22,342	15,709	-1,334	4,484
1,941	10.69	15.99	9,021	4,972	-12,813	-4,614
1,615	12.47	19.04	-8,486	-15,209	-41,912	-25,161

*Page number of the participant's DFBS where the factor is located.

New York State Farm Business Chart

The Farm Business Chart is a tool which can be used in analyzing your business. Compare your business by drawing a line through or near the figure in each column which represents your current level of performance. The figure at the top of each column is the average of the top 10 percent of the 395 farms for that factor. The other figures in each column are the average for the second 10 percent, third 10 percent, etc. Each column of the chart is independent of the others. The farms which are in the top 10 percent for one factor would not necessarily be the same farms which make up the top 10 percent for any other factor.

The cost control factors are ranked from low to high, but the lowest cost is not necessarily the most profitable. In some cases, the "best" management position is somewhere near the middle or average. Many things affect the level of costs, and must be taken into account when analyzing the factors.

FARM BUSINESS CHART FOR FARM MANAGEMENT COOPERATORS 395 New York Dairy Farms, 1990

Size of Business			Rates of Production			Labor Efficiency	
Worker Equivalent	No. of Cows	Pounds of Milk Sold	Pounds Milk Sold Per Cow	Tons Hay Crop DM/Acre	Tons Corn Silage Per Acre	Cows Per Worker	Pounds Milk Sold Per Worker
(10)*	(10)	(10)	(9)	(8)	(8)	(10)	(10)
8.7	349	6,643,712	21,193	4.5	20	48	870,895
4.7	157	2,871,316	19,629	3.6	18	40	691,021
3.9	118	2,089,248	18,650	3.2	17	35	615,415
3.3	98	1,691,784	17,988	3.0	16	32	561,437
3.0	81	1,417,006	17,422	2.8	15	30	510,328

2.6	70	1,151,117	16,875	2.5	14	28	463,936
2.3	60	968,206	16,322	2.3	13	26	429,166
2.1	53	837,604	15,455	2.0	12	24	387,958
1.8	46	693,783	14,054	1.8	11	22	339,968
1.3	35	507,451	11,686	1.3	8	17	240,302

Cost Control

Grain Bought Per Cow	% Grain is of Milk Receipts	Machinery Costs Per Cow	Labor & Machinery Costs Per Cow	Feed & Crop Expenses Per Cow	Feed & Crop Expenses Per Cwt. Milk
(9)	(9)	(10)	(10)	(9)	(9)
\$ 366	15%	\$265	\$ 692	\$ 517	\$3.40
476	20	351	823	645	4.13
542	23	390	901	721	4.46
611	25	429	945	781	4.74
667	27	466	999	833	4.97

719	29	496	1,058	891	5.26
770	31	530	1,109	949	5.52
827	32	575	1,173	1,014	5.80
899	35	638	1,273	1,099	6.24
1,058	40	807	1,474	1,279	7.11

*Page number of the participant's DFBS where the factor is located.

**FARM BUSINESS CHART FOR FARM
MANAGEMENT COOPERATORS**
395 New York Dairy Farms, 1990

Milk Receipts Per Cow	Milk Receipts Per Cwt.	Oper. Cost Milk Per Cow	Oper. Cost Milk Per Cwt.	Total Cost Production Per Cow	Total Cost Production Per Cwt.
(9)	(9)	(9)	(9)	(9)	(9)
\$3,201	\$16.32	\$1,112	\$ 7.19	\$1,997	\$12.78
2,966	15.63	1,425	8.96	2,311	14.06
2,806	15.27	1,547	9.65	2,461	14.77
2,669	14.98	1,668	10.15	2,594	15.32
2,589	14.83	1,791	10.68	2,710	15.80

2,496	14.69	1,922	11.20	2,802	16.29
2,390	14.57	2,036	11.69	2,921	16.99
2,262	14.44	2,151	12.29	3,041	17.69
2,064	14.23	2,281	13.14	3,196	19.04
1,721	13.59	2,593	14.90	3,651	22.69

Profitability

<u>Net Farm Income</u>		<u>Return to Operator's Labor, Management, & Equity Capital</u>		<u>Labor & Management Income</u>	
With Appreciation	Without Appreciation	With Appreciation	Without Appreciation	Per Farm	Per Operator
(3)	(3)	(3)	(3)	(3)	(3)
\$231,926	\$190,057	\$230,419	\$188,587	\$130,403	\$96,579
91,230	81,401	89,849	79,191	47,621	31,927
66,354	56,580	61,893	52,316	29,650	21,508
50,670	44,618	47,120	40,525	20,689	15,542
42,626	34,580	38,335	31,926	14,330	10,878

33,267	28,118	29,721	24,485	7,592	6,034
25,805	20,654	21,927	16,616	1,361	1,060
19,089	13,852	14,945	10,124	-5,365	-4,331
11,588	6,798	6,513	1,732	-15,640	-13,572
-11,058	-9,971	-14,637	-14,241	-34,015	-30,508

Farm Business Charts for farms with freestall barns and 120 cows or less and more than 120 cows, and farms with conventional barns with 60 cows or less and more than 60 cows are shown on pages 25-28.

Financial Analysis Chart

The farm financial analysis chart on page 22 is designed just like the Farm Business Chart and may be used to assess the financial health of the farm business. Most of the financial measures used in the chart are defined on pages 6, 9, 11, and 17 of this publication. References to DFBS output page numbers for participating dairy farmers are provided in the table headings.

FINANCIAL ANALYSIS CHART
395 New York Dairy Farms, 1990

Liquidity (repayment)				
Debt Payments Per Cow	Available for Debt Service Per Cow	Cash Flow Coverage Ratio	Debt Payments as Percent of Milk Sales	Debt Per Cow
(7)*	(11)	(7)	(7)	(5)
\$ 59	\$932	5.22	4%	\$ 119
181	742	2.11	8	680
253	663	1.59	11	1,210
341	582	1.30	14	1,632
400	513	1.15	16	2,025
454	452	1.01	18	2,386
501	395	0.85	20	2,735
560	315	0.69	22	3,178
642	207	0.43	25	3,737
899	-196	-0.23	37	4,726

Solvency				Profitability	
Leverage Ratio**	Percent Equity	Debt/Asset Ratio		Percent Rate of Return with appreciation on:	
		Current & Intermediate	Long Term	Equity	Investment***
	(5)	(5)	(5)	(3)	(3)
0.02	98	0.01	0.00	21%	16%
0.11	90	0.06	0.00	11	10
0.21	82	0.12	0.07	8	8
0.33	75	0.19	0.18	5	6
0.43	69	0.25	0.27	3	5
0.55	64	0.31	0.39	1	4
0.72	58	0.37	0.50	-1	3
0.93	51	0.44	0.61	-3	1
1.22	45	0.53	0.74	-7	-2
2.40	32	0.73	1.00	-23	-7

Efficiency (Capital)				
Capital Turnover (years)	Real Estate Investment Per Cow	Machinery Investment Per Cow	Total Farm Assets Per Cow	Change in Net Worth w/Appreciation
(10)	(10)	(10)	(10)	(5)
1.38	\$1,390	\$ 596	\$ 4,264	\$110,353
1.68	1,972	817	5,087	53,680
1.84	2,262	940	5,667	33,094
2.03	2,594	1,050	6,103	22,571
2.18	2,865	1,194	6,482	15,798
2.34	3,125	1,318	6,869	10,557
2.50	3,504	1,472	7,340	3,939
2.70	4,037	1,658	7,990	-3,080
3.08	4,705	1,946	8,937	-11,458
4.27	6,762	2,646	11,419	-47,167

*Page number of the participant's DFBS where the factor is located.

**Dollars of debt per dollar of equity, computed by dividing total liabilities by total equity.

***Return on all farm capital (no deduction for interest paid) divided by total farm assets.

Comparisons by Type of Barn and Herd Size

When analyzing a dairy farm business by comparing it to a group of farms, it is important that the group of farms used has as many of the same physical characteristics as possible as the farm being analyzed. To assist in this endeavor, dairy farms in the 1990 State Summary* have been divided into those with freestall and those with conventional housing. Within each group is a further classification by size of the dairy herd.

The table on page 24 shows the average values for the resulting four groups of dairy farms. Within each housing type, the larger herd size has the highest crop yields and pounds of milk sold per cow. The total cost of producing milk was lower on the larger farms and labor efficiency greater. Profitability was also greater on the larger farms within each housing type.

Farm business charts have been computed for each of the four housing and herd size categories. References to DFBS output page numbers for participating dairy farmers are provided in the table headings. From these charts on pages 25-28, the range in size of business, rates of production, labor efficiency, value and cost of producing milk, and profitability can be observed. The range in every category of business performance is tremendous.

By comparing the farm's performance on the most appropriate business chart, a farm manager will be better able to evaluate his or her business performance. Farm managers should remember, however, that their competition is not limited to the other farms in their own barn type and herd size category. They should observe how their management performance compares with farms in other categories as well.

Herd Size Comparisons

A detailed comparison of profitability, financial situation, and business analysis factors across herd sizes is contained on pages 36-43 of the 1990 State Summary*. As herd size increases, the average profitability also increases (pages 36-37). Net farm income without appreciation was \$227,064 per farm for the 300 or more herd size group and \$10,520 per farm for those with less than 40 cows. This relationship generally holds for all measures of profitability including rate of return on capital.

Farm net worth increases rapidly as herd size increases (pages 38-41), but percent equity and debt/asset ratios do not show a significant variation between size groups. Debt payments per cow were lowest for the moderate size herd groups and they demonstrated a strong ability to make debt payments.

Crop yields generally increased as herd size increased, but fertilizer and lime expenses, and machinery cost per tillable acre also increased (pages 42-43). Milk sold per cow increased as herd size increased, ranging from 15,372 pounds on the farms with less than 40 cows to 19,199 pounds on farms with 300 or more cows. Farm capital per worker generally increased, and farm capital per cow decreased as herd size increased. Milk sold per worker increased dramatically as herd size increased, ranging from 304,000 pounds at the lowest herd size category up to 872,000 pounds at the largest size category.

*Smith, Stuart F., Wayne A. Knoblauch, and Linda D. Putnam, Dairy Farm Management Business Summary, New York, 1990, Department of Agricultural Economics, Cornell University, A.E. Res. 91-5, August 1991.

**SELECTED BUSINESS FACTORS BY TYPE OF BARN
AND HERD SIZE**

364 New York Dairy Farms, 1990

Item	Farms with:		Freestall	
	Conventional ≤60 Cows	>60 Cows	≤120 Cows	>120 Cows
Number of farms	127	97	60	80
<u>Cropping Program Analysis</u>				
Total Tillable acres	162	287	287	647
Tillable acres rented*	50	105	115	249
Hay crop acres*	105	168	156	258
Corn silage acres*	28	57	65	213
Hay crop, tons DM/acre	2.3	2.6	2.5	2.9
Corn silage, tons/acre	13.2	14.2	15.3	14.5
Oats, bushels/acre	55.8	58.1	61.4	57.2
Forage DM per cow, tons	7.9	8.2	8.6	7.3
Tillable acres/cow	3.5	3.3	3.4	2.7
Fert. & lime exp./til. acre	\$19.38	\$27.87	\$25.81	\$33.56
Total machinery costs	\$22,362	\$42,595	\$44,486	\$113,711
Machinery cost/tillable acre	\$138	\$148	\$155	\$176
<u>Dairy Analysis</u>				
Number of cows	47	87	85	243
Number of heifers	37	73	69	196
Milk sold, lbs.	741,903	1,461,585	1,451,384	4,558,311
Milk sold/cow, lbs.	15,959	16,860	17,015	18,739
Operating cost of prod. milk/cwt.	\$10.62	\$11.12	\$11.04	\$11.22
Total cost of prod. milk/cwt.	\$17.45	\$16.12	\$16.13	\$14.56
Price/cwt. milk sold	\$14.70	\$14.90	\$14.95	\$15.00
Purchased dairy feed/cow	\$693	\$719	\$695	\$813
Purchased dairy feed/cwt. milk	\$4.34	\$4.27	\$4.09	\$4.34
Purc. grain & conc. as % milk rec.	28%	28%	26%	28%
Purc. feed & crop exp./cwt. milk	\$5.13	\$5.22	\$5.08	\$5.28
<u>Capital Efficiency</u>				
Farm capital/worker	\$172,643	\$199,664	\$204,685	\$234,105
Farm capital/cow	\$7,444	\$6,914	\$6,834	\$6,066
Farm capital/til. acre owned	\$3,090	\$3,294	\$3,389	\$3,706
Real estate/cow	\$3,790	\$3,195	\$3,016	\$2,660
Machinery investment/cow	\$1,444	\$1,346	\$1,463	\$1,053
Capital turnover, years	2.58	2.33	2.29	1.81
<u>Labor Efficiency</u>				
Worker equivalent	2.00	3.00	2.85	6.30
Operator/manager equivalent	1.21	1.38	1.37	1.63
Milk sold/worker, lbs.	370,048	486,820	509,605	723,398
Cows/worker	23	29	30	39
Work units/worker	248	309	321	400
Labor cost/cow	\$589	\$512	\$510	\$550
Labor cost/tillable acre	\$169	\$155	\$152	\$207
<u>Profitability & Balance Sheet Analysis</u>				
Net farm income (w/o apprec.)	\$18,620	\$35,416	\$35,472	\$115,054
Labor & mgmt. income/operator	\$2,279	\$8,017	\$8,594	\$39,642
Farm debt/cow	\$2,426	\$2,093	\$2,194	\$2,231
Percent equity	67%	70%	68%	64%

*Average of all farms, not only those reporting data.

FARM BUSINESS CHART FOR SMALL CONVENTIONAL STALL DAIRY FARMS
127 Conventional Stall Dairy Farms with 60 or Less Cows, New York, 1990

Size of Business			Rates of Production			Labor Efficiency	
Worker Equiv- alent (10)*	No. of Cows (10)	Pounds Milk Sold (10)	Pounds Milk Sold Per Cow (9)	Tons Hay Crop DM/Acre (8)	Tons Corn Silage Per Acre (8)	Cows Per Worker (10)	Pounds Milk Sold Per Worker (10)
3.2	59	1,063,570	19,694	3.9	20	38	601,872
2.6	57	956,623	18,135	3.2	17	30	514,801
2.4	54	886,369	17,515	3.0	16	28	465,011
2.1	51	821,538	17,016	2.7	15	26	431,581
2.0	49	757,836	16,617	2.5	13	25	394,554

1.9	45	707,062	16,066	2.3	12	23	368,897
1.7	42	658,951	15,340	2.0	12	22	341,474
1.5	40	608,772	14,202	1.8	10	20	298,433
1.3	36	536,080	13,081	1.6	10	18	260,744
1.1	28	367,339	10,584	1.0	7	14	196,088

Cost Control

Grain Bought Per Cow (9)	% Grain is of Milk Receipts (9)	Machinery Costs Per Cow (10)	Labor & Machinery Costs Per Cow (10)	Feed & Crop Expenses Per Cow (9)	Feed & Crop Expenses Per Cwt. Milk (9)
\$ 360	16%	\$221	\$ 683	\$ 475	\$3.42
476	22	317	829	608	4.11
527	24	359	917	684	4.45
577	26	391	962	722	4.71
632	28	455	1,022	762	4.92

698	29	490	1,077	817	5.17
737	31	516	1,138	873	5.38
781	33	556	1,219	934	5.72
827	37	619	1,320	1,013	6.19
1,007	41	848	1,596	1,247	7.23

Value and Cost of Production			Profitability			
Milk Receipts Per Cow (9)	Oper. Cost Milk Per Cwt. (9)	Total Cost Production Per Cwt. (9)	Net Farm Income With Apprec. (3)	Without Apprec. (3)	Labor & Mgmt. Inc. Per Oper. (3)	Change in Net Worth w/Apprec. (5)
\$2,982	\$ 6.69	\$13.63	\$72,739	\$48,969	\$25,562	\$42,873
2,729	8.42	14.78	44,695	35,933	17,760	22,785
2,604	9.10	15.38	36,555	29,744	13,303	16,110
2,490	9.60	16.04	29,556	25,100	8,783	12,312
2,408	10.10	16.81	25,909	19,976	4,369	6,962

2,337	10.77	17.50	21,881	15,365	339	3,309
2,224	11.45	18.18	17,294	10,762	-2,731	247
2,073	11.98	19.28	12,480	6,635	-7,250	-4,426
1,877	12.74	20.39	5,188	2,872	-16,427	-11,086
1,522	15.51	26.07	-14,724	-12,754	-32,617	-36,059

*Page number of the participant's DFBS where the factor is located.

FARM BUSINESS CHART FOR LARGE CONVENTIONAL STALL DAIRY FARMS
 97 Conventional Stall Dairy Farms with More Than 60 Cows, New York, 1990

Size of Business			Rates of Production			Labor Efficiency	
Worker Equivalent	No. of Cows	Pounds of Milk Sold	Pounds Milk Sold Per Cow	Tons Hay Crop DM/Acre	Tons Corn Silage Per Acre	Cows Per Worker	Pounds Milk Sold Per Worker
(10)*	(10)	(10)	(9)	(8)	(8)	(10)	(10)
5.1	149	2,584,859	20,718	4.3	20	44	760,541
4.0	106	1,875,410	19,377	3.5	18	37	637,992
3.4	96	1,629,899	18,581	3.1	17	33	576,615
3.1	86	1,517,394	18,068	2.9	16	31	541,546
2.9	80	1,403,263	17,315	2.6	15	30	486,292

2.6	76	1,328,227	16,794	2.4	14	28	456,646
2.5	71	1,219,172	16,108	2.2	12	26	426,507
2.4	68	1,101,764	14,940	2.1	12	25	404,925
2.1	66	988,499	13,591	1.8	11	23	375,631
1.7	63	819,905	11,401	1.5	8	19	297,511

Cost Control

Grain Bought Per Cow	% Grain is of Milk Receipts	Machinery Costs Per Cow	Labor & Machinery Costs Per Cow	Feed & Crop Expenses Per Cow	Feed & Crop Expenses Per Cwt. Milk
(9)	(9)	(10)	(10)	(9)	(9)
\$ 373	16%	\$298	\$ 720	\$ 493	\$3.38
442	19	368	812	598	4.08
506	23	393	864	695	4.39
579	24	421	913	759	4.69
649	26	456	954	826	4.89

700	28	485	994	886	5.24
774	31	531	1,079	936	5.43
842	33	585	1,137	1,011	5.72
919	35	640	1,216	1,087	6.14
1,086	40	742	1,362	1,279	7.14

Value and Cost of Production

Profitability

Milk Receipts Per Cow	Oper. Cost Milk Per Cwt.	Total Cost Production Per Cwt.	Net Farm Income		Labor & Mgmt. Inc. Per Oper.	Change in Net Worth w/Apprec.
(9)	(9)	(9)	With Apprec.	Without Apprec.	(3)	(5)
\$3,162	\$ 7.30	\$13.04	\$106,960	\$91,167	\$46,704	\$77,975
2,902	9.22	14.11	72,165	61,082	27,104	39,645
2,744	9.91	14.94	54,447	49,457	19,419	29,725
2,651	10.20	15.55	48,672	43,537	13,118	23,556
2,576	10.59	15.93	43,293	34,340	9,424	17,338

2,478	11.13	16.38	36,204	27,752	4,553	12,420
2,362	11.69	16.82	25,594	21,420	380	5,334
2,205	12.34	17.30	18,611	14,713	-5,082	-2,665
2,025	13.24	18.04	12,273	9,758	-13,809	-11,179
1,730	14.19	20.13	-4,728	-5,646	-23,429	-47,564

*Page number of the participant's DFBS where the factor is located.

FARM BUSINESS CHART FOR SMALL FREESTALL DAIRY FARMS
60 Freestall Barn Dairy Farms with 120 or Less Cows, New York, 1990

Size of Business			Rates of Production			Labor Efficiency	
Worker Equiv- alent (10)*	No. of Cows (10)	Pounds Milk Sold (10)	Pounds Milk Sold Per Cow (9)	Tons Hay Crop DM/Acre (8)	Tons Corn Silage Per Acre (8)	Cows Per Worker (10)	Pounds Milk Sold Per Worker (10)
4.3	116	2,158,034	20,788	4.6	21	48	828,578
3.8	109	1,944,413	19,249	3.6	19	40	676,371
3.5	103	1,846,013	18,571	3.3	17	36	605,256
3.1	97	1,696,622	17,923	3.0	16	33	578,887
2.9	90	1,536,651	17,237	2.8	15	31	547,092

2.7	80	1,343,093	16,615	2.5	15	29	501,972
2.5	77	1,213,815	16,147	2.1	14	27	456,111
2.2	67	1,049,918	15,476	1.9	14	25	410,748
1.9	56	881,600	13,672	1.6	13	23	354,502
1.4	46	632,120	12,126	1.0	9	18	253,915

Cost Control

Grain Bought Per Cow	% Grain is of Milk Receipts	Machinery Costs Per Cow	Labor & Machinery Costs Per Cow	Feed & Crop Expenses Per Cow	Feed & Crop Expenses Per Cwt. Milk
(9)	(9)	(10)	(10)	(9)	(9)
\$ 286	11%	\$270	\$ 653	\$ 512	\$3.01
426	18	331	802	620	3.77
520	21	393	885	665	4.40
606	25	440	933	767	4.76
666	27	464	970	838	5.12

704	28	496	1,046	921	5.52
764	31	567	1,092	969	5.65
840	33	614	1,153	1,041	5.85
906	34	686	1,267	1,091	6.34
1,006	39	877	1,481	1,219	7.12

Value and Cost of Production

Profitability

Milk Receipts Per Cow	Oper. Cost Milk Per Cwt.	Total Cost Production Per Cwt.	Net Farm Income		Labor & Mgmt. Inc. Per Oper.	Change in Net Worth w/Apprec.
(9)	(9)	(9)	With Apprec. (3)	Without Apprec. (3)	(3)	(5)
\$1,854	\$ 7.95	\$12.98	\$101,819	\$96,206	\$44,877	\$75,638
2,012	9.22	14.11	79,708	70,840	27,364	48,824
2,295	9.65	14.91	69,020	56,741	19,085	33,368
2,435	10.09	15.41	59,252	48,026	13,408	23,325
2,509	10.72	15.85	41,880	36,075	10,018	15,763

2,588	11.21	16.19	31,702	27,444	6,031	10,534
2,667	11.78	16.95	23,015	15,348	433	1,011
2,759	12.71	17.81	16,564	10,333	-9,174	-7,476
2,898	13.84	19.65	5,105	-2,985	-18,460	-19,705
3,100	15.22	22.15	-18,572	-12,043	-26,264	-77,443

*Page number of the participant's DFBS where the factor is located.

FARM BUSINESS CHART FOR LARGE FREESTALL DAIRY FARMS
80 Freestall Barn Dairy Farms with More Than 120 Cows, New York, 1990

Size of Business			Rates of Production			Labor Efficiency	
Worker Equiv- alent	No. of Cows	Pounds Milk Sold	Pounds Milk Sold Per Cow	Tons Hay Crop DM/Acre	Tons Corn Silage Per Acre	Cows Per Worker	Pounds Milk Sold Per Worker
(10)*	(10)	(10)	(9)	(8)	(8)	(10)	(10)
14.7	665	12,936,108	21,844	4.7	19	57	1,002,686
7.9	338	6,399,112	20,930	4.0	18	44	866,986
7.0	257	4,683,440	20,025	3.5	17	42	793,600
6.0	205	3,760,735	19,243	3.2	16	40	734,560
5.5	181	3,413,110	18,723	3.0	16	38	694,646

5.1	169	3,070,859	18,168	2.8	15	36	659,232
4.5	156	2,884,946	17,731	2.6	14	34	627,685
4.0	142	2,714,383	17,106	2.3	13	32	587,006
3.8	130	2,432,639	16,404	2.1	12	30	530,645
3.1	122	1,908,456	14,467	1.5	9	25	428,608

Cost Control

Grain Bought Per Cow	% Grain is of Milk Receipts	Machinery Costs Per Cow	Labor & Machinery Costs Per Cow	Feed & Crop Expenses Per Cow	Feed & Crop Expenses Per Cwt. Milk
(9)	(9)	(10)	(10)	(9)	(9)
\$ 416	15%	\$287	\$ 670	\$ 655	\$3.48
550	19	368	839	785	4.17
632	23	405	919	829	4.50
689	25	441	975	888	4.84
738	26	480	1,025	941	5.10

783	29	506	1,054	979	5.44
826	30	535	1,089	1,019	5.64
857	32	555	1,162	1,085	6.01
926	34	609	1,217	1,160	6.32
1,078	40	748	1,354	1,293	7.01

Value and Cost of Production

Profitability

Milk Receipts Per Cow	Oper. Cost Milk Per Cwt.	Total Cost Production Per Cwt.	Net Farm Income With Apprec.		Without Apprec.	Labor & Mgmt. Inc. Per Oper.	Change in Net Worth w/Apprec.
(9)	(9)	(9)	(3)	(3)	(3)	(5)	
\$3,303	\$ 6.85	\$11.75	\$420,314	\$341,186	\$207,822	\$187,516	
3,107	9.20	13.08	237,008	196,670	89,608	102,826	
3,016	10.18	13.77	165,693	153,705	61,282	80,200	
2,927	10.75	14.20	127,779	111,389	42,376	65,041	
2,843	11.14	14.82	104,366	92,999	31,694	46,573	

2,713	11.44	15.22	85,705	74,817	20,966	35,148	
2,644	11.90	15.61	71,032	58,137	15,068	21,132	
2,548	12.42	15.94	50,070	43,367	7,425	1,876	
2,443	13.04	16.51	35,473	31,356	-5,216	-14,390	
2,169	14.07	17.72	-1,111	9,388	-35,772	-58,492	

*Page number of the participant's DFBS where the factor is located.

IDENTIFY AND SET GOALS

If businesses are to be successful, they must have direction. Written goals help provide businesses with an identifiable direction over both the long and the short term. Goal setting is as important on a dairy farm as it is in other businesses. Written goals are a tool which farm operators can use to ensure that the business continues to move in the proper direction.

1. Goals should be specific.
2. Goals should be realistic and achievable.
3. The achievement of the goal should be verifiable.
4. You should designate a time when each goal will be achieved.

Goal setting on a dairy farm does not have to be a complex process. In many cases it provides a process for writing down and agreeing on goals that you have already given some thought to. It is also important to remember that once you write out your goals they are not cast in concrete. If a change takes place which has a major impact on the farm business, the goals should be reworked to accommodate that change. Refer to your goals as often as necessary to keep the farm business progressing.

It is important to identify both long and short range goals when looking at the future of your farm business.

A suggested format for writing out your goals is as follows:

- a. Begin with a general philosophy statement which incorporates both business and family goals.
- b. Identify 4-6 long range goals.
- c. Identify specific short range goals for a given time period (i.e., one year).

Worksheet for Setting Goals

I. General Philosophy and Objectives

Worksheet for Setting Goals (continued)

II. Long Range Goals (require two or more years to achieve)

III. Short Range Goals (possible to achieve in one or two years)

What	How	When

NOTE: Once long and short range goals have been identified, it is helpful to rank them in order of priority.

Prepared by T.R. Maloney, Extension Associate, Cornell University

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Summarize Your Business Performance

The Farm Business and Financial Analysis Charts on pages 19-22 and 25-28 can be used to help identify strengths and weaknesses of your farm business. Identify three major strengths and three areas of your farm business that need improvement.

Strengths: _____	Need Improvement: _____
_____	_____
_____	_____
_____	_____

GLOSSARY AND LOCATION OF COMMON TERMS

- Accounts Payable - Open accounts or bills owed to feed and supply firms, cattle dealers, veterinarians and other providers of farm services and supplies.
- Accounts Receivable - Outstanding receipts from items sold or sales proceeds not yet received such as the payment for December milk sales received in January.
- Accrual Expenses - (defined on page 3)
- Accrual Receipts - (defined on page 4)
- Annual Cash Flow Statement - (defined on page 10)
- Appreciation - (defined on page 5)
- Balance Sheet - A "snapshot" of the business financial position at a given point in time, usually December 31. The balance sheet equates the value of assets to liabilities plus net worth.
- Capital Efficiency - The amount of capital invested per production unit. Relatively high investments per worker with low to moderate investments per cow imply efficient use of capital.
- Capital Turnover, Years - The number of years required for total farm income to equal total farm assets, calculated by dividing average total farm assets by total accrual operating receipts plus appreciation.
- Cash From Nonfarm Capital Used in the Business - Transfers of money from nonfarm savings or investments to the farm business where it is used to pay operating expenses, make debt payments and/or capital purchases.
- Cash Flow Coverage Ratio - (defined on page 11)
- Cash Paid - (defined on page 2)
- Cash Receipts - (defined on page 4)
- Change in Accounts Payable - (defined on page 3)
- Change in Accounts Receivable - (defined on page 4)
- Change in Inventory - (defined on page 2)
- Dairy (farm) - A farm business where dairy farming is the primary enterprise, operating and managing this farm is a full-time occupation for one or more people and cropland is owned.
- Dairy Cash-Crop (farm) - Operating and managing this farm is the full-time occupation of one or more people, cropland is owned but crop sales exceed 10 percent of accrual milk receipts.
- Debt Per Cow - Total end-of-year debt divided by end-of-year number of cows.
- Debt to Asset Ratios - (defined on page 9)

Dry Matter - The amount or proportion of dry material that remains after all water is removed. Commonly used to measure dry matter percent and tons of dry matter in feed.

Equity Capital - The farm operator/manager's owned capital or farm net worth.

Expansion Livestock - Purchased dairy cattle and other livestock that cause an increase in herd size from the beginning to the end of the year.

Farm Debt Payments as Percent of Milk Sales - Amount of milk income committed to debt repayment, calculated by dividing planned debt payments by total milk receipts.

Farm Debt Payments Per Cow - Planned or scheduled debt payments per cow represent the repayment plan scheduled at the beginning of the year divided by the average number of cows for the year. This measure of repayment ability is used in the Financial Analysis Chart.

Financial Lease - A long-term non-cancellable contract giving the lessee use of an asset in exchange for a series of lease payments. The term of a financial lease usually covers a major portion of the economic life of the asset. The lease is a substitute for purchase. The lessor retains ownership of the asset.

Income Statement - A complete and accurate account of farm business receipts and expenses used to measure profitability over a period of time such as one year or one month.

Labor and Management Income - (defined on page 6)

Labor and Management Income Per Operator - The return to the owner/manager's labor and management per full-time operator.

Labor Efficiency - Production capacity and output per worker.

Liquidity - Ability of business to generate cash to make debt payments or to convert assets to cash.

Net Farm Income - (defined on page 5)

Net Worth - The value of assets less liabilities equal net worth. It is the equity the owner has in owned assets.

Operating Costs of Producing Milk - (defined on page 16)

Opportunity Cost - The cost or charge made for using a resource based on its value in its most likely alternative use. The opportunity cost of a farmer's labor and management is the value he/she would receive if employed in his/her most qualified alternative position.

Other Livestock Expenses - All other dairy herd and livestock expenses not included in more specific categories. Other livestock expenses include; bedding, DHIC, milk house and parlor supplies, livestock board, registration fees and transfers.

Part-Time Cash-Crop Dairy (farm) - Operating and managing this farm is not a full-time occupation, crop sales exceed 10 percent of accrual milk receipts and cropland is owned.

Part-Time Dairy (farm) - Dairy farming is the primary enterprise, cropland is owned but operating and managing this farm is not a full-time occupation for one or more people.

Personal Withdrawals and Family Expenditures Including Nonfarm Debt Payments - All the money removed from the farm business for personal or nonfarm use including family living expenses, health and life insurance, income taxes, nonfarm debt payments, and investments.

Profitability - The return or net income the owner/manager receives for using one or more of his or her resources in the farm business. True "economic profit" is what remains after deducting all costs including the opportunity costs of the owner/manager's labor, management, and equity capital.

Repayment Analysis - An evaluation of the business' ability to make planned debt payments.

Replacement Livestock - Dairy cattle and other livestock purchased to replace those that were culled or sold from the herd during the year.

Return on Equity Capital - (defined on page 7)

Return on Total Capital - (defined on page 7)

Return to Operators' Labor, Management, and Equity Capital - (defined on page 6)

Solvency - The extent or ability of assets to cover or pay liabilities. Debt/asset and leverage ratios are common measures of solvency.

Total Costs of Producing Milk - (defined on page 16)

Whole Farm Method - A procedure used to calculate costs of producing milk on dairy farms without using enterprise cost accounts. All non-milk receipts are assigned a cost equal to their sale value and deducted from total farm expenses to determine the costs of producing milk.

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