

DAIRY FARM BUSINESS SUMMARY

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EASTERN NEW YORK RENTER SUMMARY 1997



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1997 DAIRY FARM BUSINESS SUMMARY
EASTERN NEW YORK RENTERS
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1997 EASTERN NEW YORK DAIRY FARM RENTER BUSINESS SUMMARY

INTRODUCTION

Dairy farmers throughout New York State submit business records for summarization and analysis through Cornell Cooperative Extension's Farm Business Management Program. Averages from a compilation of the individual farm reports are published in six regional summaries and in one statewide summary.¹

Accrual procedures have been used to provide the most accurate accounting of farm receipts and farm expenses for measuring farm profits. An explanation of these procedures is found on pages 4-6. Three measures of farm profits are calculated on pages 7 and 8. The balance sheet, statement of owner equity, and cash flow statement are featured on pages 9-16. The dairy program analysis includes data on the costs of producing milk (pages 19 and 20).

This Eastern New York Dairy Farm Renter Business Summary is an average of 21 businesses that are renting substantially all of the farm real estate. The farm income, financial summary, and business analysis sections of this report include comparisons with average data on 118 owned dairy farms in the region. This report is prepared in workbook form for farm renters to use in the systematic study of their farm business operations.

Business records for 21 farms in Delaware, Essex, Oneida, Orange, Rensselaer, Saratoga, Schoharie, Sullivan, and Washington Counties are summarized in this publication. The Eastern New York region consists of these counties plus Albany, Chenango, Columbia, Cortland, Dutchess, Fulton, Greene, Herkimer, Lewis, Madison, Montgomery, Otsego, Schenectady, and Ulster Counties which do not have dairy farm business summary participants that classify as renters (see Figure 1 on page 2). The 118 owned dairy farms summarized in this publication include farms from the entire region.

The Eastern New York Renter Summary for 1996 contained an average for 28 farms. On average, the 21 farms in 1997 are slightly larger than the 28 farms in 1996.

Use Comparative Profitability Data With Caution

The profitability analysis on page 8 where labor and management income is calculated implies that renting a dairy farm is more profitable than owning one. Concessionary rental rates set by some land owners is a major factor. The farm owners are often father and mother and other landlords who are willing to accept a very low return for their investment. Total real estate costs including depreciation and interest on real estate investment averaged \$135 per tillable acre on the owned dairy farms compared to \$127 on the rented farms. This accounts for a \$22,657 difference in costs between owned and rented farms.

¹Wayne A. Knoblauch, and Linda D. Putnam, Dairy Farm Management Business Summary, New York, 1997, R.B. 98-06, August 1998.

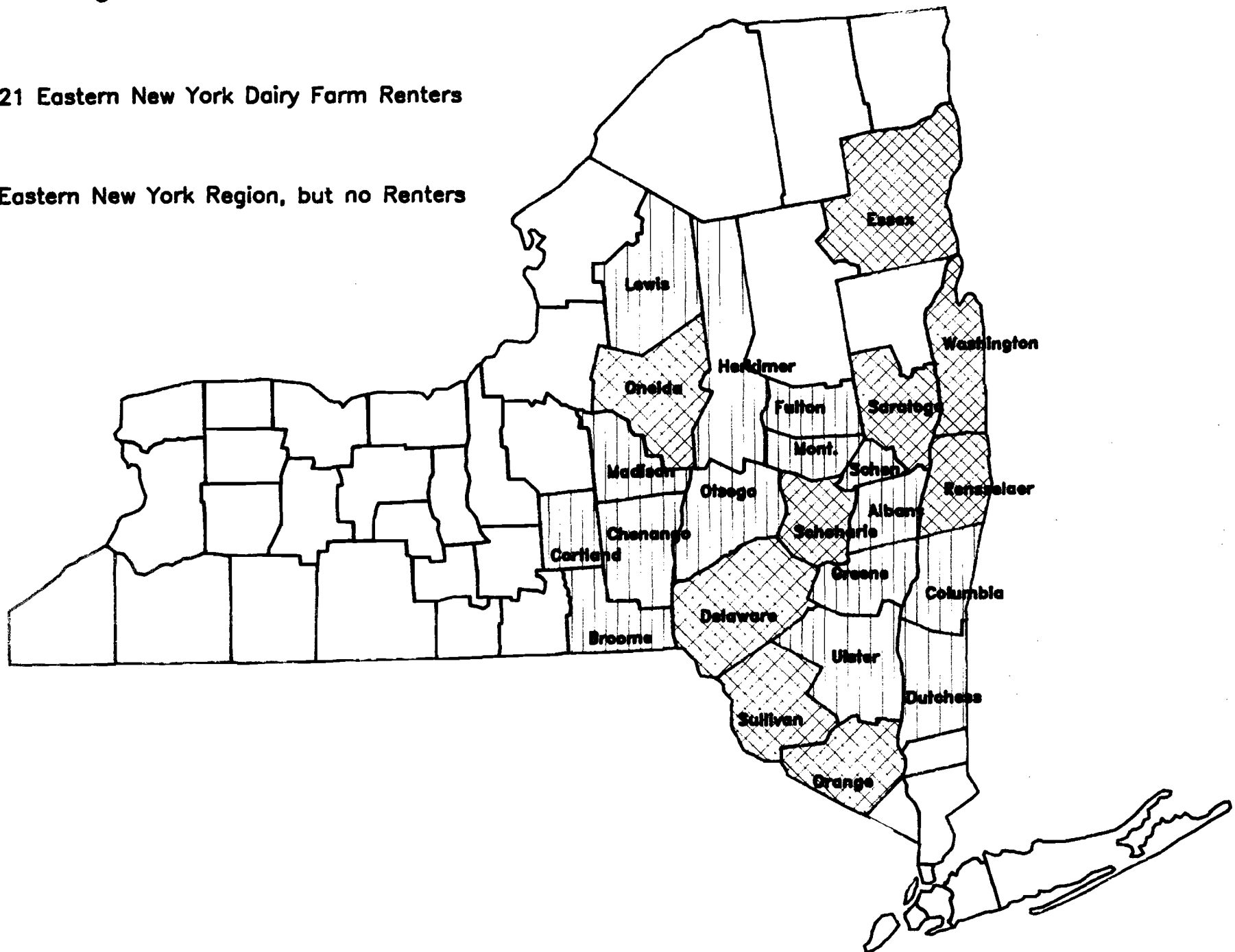
Figure 1. Location of Eastern New York Dairy Farm Renters, 1997.



21 Eastern New York Dairy Farm Renters



Eastern New York Region, but no Renters



SUMMARY AND ANALYSIS OF THE FARM BUSINESS

Business Characteristics and Resources Used

Recognition of important business characteristics and identification of the farm resources used are necessary for evaluating management performance. The combination of resources and management practices is known as farm organization. Important farm business characteristics, the number of farms reporting these characteristics, and a listing of the average labor, land, and dairy cattle resources used are presented in the following table.

BUSINESS CHARACTERISTICS AND RESOURCES USED 21 Eastern New York Dairy Farm Renters, 1997

<u>Type of Business</u>	<u>Number</u>	<u>bST Usage</u>	<u>Number</u>	
Single proprietorship	16	Used on <25% of herd	1	
Partnership	4	Used on 25-75% of herd	6	
Corporation	1	Used on >75% of herd	0	
		Stopped using in 1997	1	
		Not used in 1997	13	
<u>Milking System</u>	<u>Number</u>			
Dumping station	0			
Pipeline	14	<u>Labor Force*</u>	<u>My Farm</u>	<u>Average</u>
Herringbone parlor	5	Operator 1	_____mo.	14.5
Other parlor	2	Operator 2	_____mo.	3.3
		Family paid	_____mo.	2.7
		Family unpaid	_____mo.	4.3
<u>Type of Barn</u>	<u>Number</u>			
Stanchion	13	Hired	_____mo.	7.1
Freestall	7	Total	_____mo.	31.9
Combination	1	Worker equivalent		
		(total ÷ 12)	_____	2.65
<u>Dairy Records Service</u>	<u>Number</u>			
DHIC	14	Operator/Manager Equiv.	_____	1.28
DHIC Owner-Sampler	3			
Other	1	<u>Land Use</u>	<u>My Farm</u>	<u>Average</u>
None	3	Total acres rented	_____	288
		Tillable acres rented	_____	187
<u>Business Record System</u>	<u>Number</u>			
Account Book	12	<u>Number of Cows</u>	<u>My Farm</u>	<u>Average</u>
Agrifax (mail-in only)	0	Beg. year (owned)	_____	84
Other	1	End year (owned & leased)	_____	86
On-farm computer	8	Average for year (owned & leased)	_____	85

*Based on hours actually worked by owner/operator, instead of standard 12 months per full-time owner/operator. The standard 12 months is used for operator/manager equivalent when calculating labor and management income per operator.

Predominate business characteristics of the 21 rented farms include the single proprietorship, pipeline milking system, stanchion or conventional stall barn, DHIC herd records and an account book record system. Thirty-eight percent of the renters were using on-farm computers compared to 36 percent of the owners.

The average size of the labor force on the rented farms was 26 percent less than the 3.56 worker equivalent on owned farms. The rented farms averaged 187 tillable acres and 85 cows compared to 344 tillable acres and 118 cows on the 118 owned dairy farms in the same region. The owned farms averaged 33 cows per worker, compared to 32 cows per worker on the rented farms. In 1997, the rented farms did not use land and labor resources as efficiently as the owned farms.

Income Statement

The accrual income statement begins with an accounting of all farm business expenses.

CASH AND ACCRUAL FARM EXPENSES
21 Eastern New York Dairy Farm Renters, 1997

Expense Item	Cash Paid	- Inventory or Prepaid Expense	+ Change in Accounts Payable	= Accrual Expenses	Percent of Total
<u>Hired Labor</u>	\$ 14,639	\$ 0	<<	\$ 0	7
<u>Feed</u>					
Dairy grain & concentrate	68,263	-1,473		943	36
Dairy roughage	7,242	-108		881	4
Other livestock	0	0		0	0
<u>Machinery</u>					
Machinery, hire, rent & lease	1,952	0	<<	0	1
Machinery repair & farm veh. exp.	11,319	107		7	6
Fuel, oil & grease	5,432	47		-177	3
<u>Livestock</u>					
Replacement livestock	3,515	0	<<	1,344	2
Breeding	2,932	-51		1	2
Vet & medicine	4,582	2		17	2
Milk marketing	11,957	0	<<	0	6
Bedding	1,793	23		0	1
Milking supplies	4,963	9		95	2
Cattle lease & rent	444	0	<<	0	<1
Custom boarding	225	0	<<	0	<1
bST expense	1,752	98		0	1
Other livestock expense	3,341	-64		-167	2
<u>Crops</u>					
Fertilizer & lime	5,155	-639		-530	3
Seeds & plants	2,402	160		0	1
Spray, other crop expense	3,707	-34		13	2
<u>Real Estate</u>					
Land, building & fence repair	3,695	24		0	2
Taxes	1,808	0	<<	0	1
Rent & lease	17,540	0	<<	-24	9
<u>Other</u>					
Insurance	2,728	0	<<	0	1
Utilities (farm share)	6,518	0	<<	0	3
Interest paid	4,223	0	<<	0	2
Miscellaneous	2,113	0		40	1
Total Operating	\$ 194,241	\$ -1,899		\$ 2,442	100
Expansion livestock	\$ 6,570	\$ 0	<<	\$ 0	
Machinery depreciation				9,978	
Building depreciation				260	
TOTAL ACCRUAL EXPENSES				\$ 215,390	

Cash paid is the actual amount of money paid out during the year and does not necessarily represent the cost of goods and services actually used.

Change in inventory: An increase in inventory is subtracted in computing accrual expenses because it represents purchased inputs not actually used during the year. A decrease in inventory is added to expenses because it represents the cost of inputs purchased in a prior year and used this year.

CASH AND ACCRUAL FARM RECEIPTS
21 Eastern New York Dairy Farm Renters, 1997

Receipt Item	Cash Receipts	+	Change in Inventory	+	Change in Accounts Receivable	=	Accrual Expenses
Milk Sales	\$ 213,643				\$ 1,483		\$ 215,126
Dairy cattle	8,451		\$ 7,956		0		16,407
Dairy calves	1,565				0		1,565
Other livestock	27		-57		0		-30
Crops	2,335		1,550		96		3,981
Government receipts	2,618		-54**		0		2,564
Custom machine work	1,675				0		1,675
Gas tax refund	89				0		89
Other	2,084				0		2,084
- Nonfarm noncash capital**			(-) 0				(-) 0
Total Accrual Receipts	\$ 232,487		\$ 9,395		\$ 1,579		\$ 243,460

*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 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 for quality are subtracted. Changes in inventories of crops grown are also calculated. 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 farmer during the year.

CASH AND ACCRUAL FARM RECEIPT WORKSHEET

Receipt Item	Cash Receipts	+	Change in Inventory	+	Change in Accounts Receivable	=	Accrual Expenses
Milk Sales	\$ _____				\$ _____		\$ _____
Dairy cattle	_____		\$ _____		_____		_____
Dairy calves	_____		_____		_____		_____
Other livestock	_____		_____		_____		_____
Crops	_____		_____		_____		_____
Government receipts	_____		_____		_____		_____
Custom machine work	_____		_____		_____		_____
Gas tax refund	_____		_____		_____		_____
Other	_____		_____		_____		_____
- Nonfarm noncash capital**			(-) _____				(-) _____
Total Accrual Receipts	\$ _____		\$ _____		\$ _____		\$ _____

Profitability Analysis

Farm owners/operators contribute labor, management, and capital to their businesses and the best combination of these resources maximizes 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 total combined return to the farm operator(s) 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 with and without appreciation. Appreciation represents the change in values caused by annual changes in prices of livestock, machinery, real estate inventory, and stocks and certificates (other than Farm Credit stock). Appreciation is a major factor contributing to changes in farm net worth and must be included for a complete profitability analysis.

NET FARM INCOME Eastern New York Dairy Farm Renters and Owners, 1997

Item	21 Dairy Farm Renters	118 Dairy Farm Owners	My Farm
Total accrual receipts	\$ 243,460	\$ 354,190	\$ _____
+ Appreciation: Livestock	290	-1,136	_____
Machinery	2,530	1,316	_____
Real Estate	102	5,360	_____
Other Stock & Certificates	<u>425</u>	<u>1,448</u>	_____
= Total Including Appreciation	\$ 246,807	\$ 361,178	\$ _____
- Total accrual expenses	<u>215,390</u>	<u>329,155</u>	_____
= Net Farm Income (with appreciation)	\$ 31,417	\$ 32,023	\$ _____
Per cow	\$ 370	\$ 271	\$ _____
Net Farm Income (without appreciation)	\$ 28,070	\$ 25,035	\$ _____
Per cow	\$ 330	\$ 212	\$ _____

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 from net farm income excluding appreciation a charge for unpaid family labor and the opportunity cost of using equity capital at a 5 percent interest rate. The interest charge of 5 percent reflects the long-term average rate of return that a farmer might expect to earn in comparable risk investments in a low inflation economy.

LABOR AND MANAGEMENT INCOME
Eastern New York Dairy Farm Renters and Owners, 1997

Item	21 Dairy Farm Renters	118 Dairy Farm Owners	My Farm
Net farm income without appreciation	\$ 28,070	\$ 25,035	\$ _____
- Family labor unpaid @ \$1,550 per month	- 6,665	- 4,805	- _____
- Interest on average equity capital @ 5% real rate	- 9,989	- 28,493	- _____
= Labor & Management Income	\$ 11,416	\$ -8,263	\$ _____
Labor & Management Income per Operator/Manager	\$ 8,919	\$ -5,401	\$ _____

Return to equity capital measures the net return remaining for the farmer's equity or owned capital after a charge has been made for unpaid family labor and 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 to 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 to all capital is calculated by adding interest paid to the return to equity capital and then dividing by average farm assets to calculate the rate of return on average total capital.

RETURN TO EQUITY CAPITAL AND RETURN TO ALL CAPITAL
Eastern New York Dairy Farm Renters and Owners, 1997

Item	21 Dairy Farm Renters	118 Dairy Farm Owners	My Farm
Net farm income with appreciation	\$ 31,417	\$ 32,023	\$ _____
- Family labor unpaid @ 1,550 per month	\$ 6,665	\$ 4,805	\$ _____
- Value of operators' labor & management	27,800	31,247	_____
= Return to equity capital with appreciation	\$ -3,048	\$ -4,029	\$ _____
+ Interest paid	4,223	18,095	_____
= Return to all capital with appreciation	\$ 1,175	\$ 14,066	\$ _____
Return to equity capital without appreciation	\$ -6,395	\$ -11,017	\$ _____
Return to all capital without appreciation	\$ -2,172	\$ 7,078	\$ _____
Rate of return on average equity capital:			
with appreciation	-1.5%	-0.7%	_____ %
without appreciation	-3.2%	-1.9%	_____ %
Rate of return on all capital:			
with appreciation	0.4%	1.7%	_____ %
without appreciation	-0.8%	0.9%	_____ %

Farm and Family Financial Status

The first step in evaluating the financial status 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.

1997 FARM BUSINESS & NONFARM BALANCE SHEET 21 Eastern New York Dairy Farm Renters

Farm Assets			Farm Liabilities & Net Worth		
	Jan. 1	Dec. 21		Jan. 1	Dec. 21
<u>Current</u>			<u>Current</u>		
Farm cash, checking & savings	\$ 13,917	\$ 16,080	Accounts payable	\$ 7,095	\$ 9,537
Accounts receivable	14,646	16,225	Operating debt	2,548	2,239
Prepaid expenses	0	0	Short term	177	33
Feed & supplies	38,612	38,263	Advanced gov't. receipt	0	54
Total Current	\$ 67,175	\$ 70,568	Current portion:		
			Intermediate	10,734	12,163
			Long term	246	764
			Total Current	\$ 20,799	\$ 24,790
<u>Intermediate</u>			<u>Intermediate</u>		
Dairy Cows:			Structured debt		
owned	\$ 84,098	\$ 86,969	1-10 years	\$ 48,238	\$ 52,846
leased	411	0	Financial lease		
Heifers	29,218	34,593	(cattle & machinery)	666	338
Bulls & other livestock	595	538	Farm Credit stock	548	513
Mach. & equip. owned	76,151	84,645	Total Intermediate	\$ 49,452	\$ 53,697
Mach. & equip. leased	255	338			
Farm Credit stock	548	513	<u>Long Term</u>		
Other stock & cert.	2,549	3,005	Structured debt		
Total Intermediate	\$ 193,825	\$ 210,601	≥ 10 years	\$ 6,062	\$ 6,634
<u>Long Term</u>			Financial lease		
Land & buildings:			(structures)	0	0
owned	\$ 9,469	\$ 9,350	Total Long Term	\$ 6,062	\$ 6,634
leased	0	0			
Total Long Term	\$ 9,469	\$ 9,350	Total Farm Liabilities	\$ 76,313	\$ 85,121
Total Farm Assets	\$ 270,469	\$ 290,519	FARM NET WORTH	\$ 194,156	\$ 205,398
(Average for 12 farms reporting)			<u>Nonfarm Liabilities*</u>		
<u>Nonfarm Assets*</u>	Jan. 1	Dec. 21	& Net Worth	Jan. 1	Dec. 21
Personal cash, checking & savings	\$ 10,445	\$ 12,250	Nonfarm Liabilities	\$ 5,912	\$ 6,878
Cash value life ins.	8,646	7,445	NONFARM NET WORTH	\$ 60,334	\$ 67,643
Nonfarm real estate	25,000	25,000			
Auto (personal share)	4,642	3,708	FARM & NONFARM**	Jan. 1	Dec. 21
Stocks & bonds	4,733	11,167	Total Assets	\$ 336,715	\$ 365,040
Household furn.	5,967	6,000	Total Liabilities	82,225	91,999
All other	6,813	8,951	TOTAL FARM & NON-		
Total Nonfarm	\$ 66,246	\$ 74,521	FARM NET WORTH	\$ 254,490	\$ 273,041

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

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.

1997 FARM BUSINESS & NONFARM BALANCE SHEET

[illegible]

Balance sheet analysis requires an examination of financial and debt ratios measuring levels of debt. Percent equity is calculated by dividing end of year net worth by end of year assets. The debt to asset ratio is compiled by dividing liabilities by assets. Low debt to asset ratios reflect strength in solvency and the potential capacity to borrow. Debt levels per unit of production include some 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 financial progress.

BALANCE SHEET ANALYSIS
Easter New York Dairy Farm Renters and Owners, 1997

Item	21 Dairy Farm Renters	118 Dairy Farm Owners	My Farm
<u>Financial Ratios - Farm:</u>			
Percent equity	71%	68%	_____ %
Debt/asset ratio: total	0.29	0.32	_____
long term	0.71	0.31	_____
intermediate & current	0.28	0.33	_____
<u>Farm Debt Analysis:</u>			
Accounts payable as % of total debt	11%	6%	_____ %
Long term liabilities as a % of total debt	8%	45%	_____ %
Current & intermediate liabilities as a % of total debt	92%	55%	_____ %
<u>Farm Debt Levels Per Cow:</u>			
Total farm debt	\$ 990	\$ 2,220	\$ _____
Long term debt	\$ 77	\$ 1,004	\$ _____
Intermediate & long term debt	\$ 702	\$ 1,758	\$ _____
Intermediate & current debt	\$ 913	\$ 1,216	\$ _____

Farm inventory balance is an accounting of the value of machinery and equipment 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 MACHINERY AND EQUIPMENT INVENTORY BALANCE
Eastern New York Dairy Farm Renters and Owners, 1997

Item	21 Dairy Farm Renters	118 Dairy Farm Owners	My Farm
Value beginning of year	\$ 76,151	\$ 144,403	\$ _____
Purchases	\$ 16,177	\$ 21,002	\$ _____
+ Nonfarm noncash transfer	405	316	_____
- Net Sales	638	1,035	_____
- Depreciation	<u>9,978</u>	<u>14,380</u>	_____
= Net investment	5,964	5,902	_____
+ Appreciation	<u>2,530</u>	<u>1,316</u>	_____
= Value end of year	\$ 84,645	\$ 151,621	\$ _____

The Statement of Owner Equity has two purposes. It allows (1) verification that the accrual income statement and market value balance sheet are interrelated and consistent (in accountants' terms, they reconcile) and (2) identification of the causes of change in equity that occurred on the farm during the year. The Statement of Owner Equity allows the farmer to determine to what degree the change in equity was caused by (1) earnings from the business, and nonfarm income, in excess of withdrawals being retained in the business (called retained earnings), (2) outside capital being invested in the business or farm capital being removed from the business (called contributed/withdrawn capital) and (3) increases or decreases in the value (price) of assets owned by the business (called change in valuation equity).

The change in farm net worth without appreciation is an excellent indicator of farm generated financial progress.

STATEMENT OF OWNER EQUITY (RECONCILIATION)

21 Eastern New York Dairy Farm Renters, 1997

Item	Average	My Farm
Beginning of year farm net worth	\$ 194,156	\$ _____
Net farm income without appreciation	\$ 28,070	\$ _____
+ Nonfarm cash income	+ 8,886	+ _____
- Personal withdrawals & family expenditures excluding nonfarm borrowings	- 31,195	- _____
RETAINED EARNINGS	+ \$ 5,761	+ \$ _____
Nonfarm noncash transfers to farm	\$ 405	\$ _____
+ Cash used in business from nonfarm capital	+ 856	+ _____
- Note/mortgage from farm real estate sold (nonfarm)	- 0	- _____
CONTRIBUTED/WITHDRAWN CAPITAL	+ \$ 1,261	+ \$ _____
Appreciation	\$ 3,347	\$ _____
- Lost capital	- 0	- _____
CHANGE IN VALUATION EQUITY	+ \$ 3,347	+ \$ _____
IMBALANCE/ERROR	- \$ -873	- \$ _____
End of year farm net worth*	= \$ 205,398	= \$ _____
Change in net worth with appreciation.	\$ 11,242	\$ _____

Change in Net Worth

Without appreciation	\$ 7,895	\$ _____
With appreciation	\$ 11,242	\$ _____

*May not add due to rounding.

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 show net cash provided by operating activities, investing activities, financing activities and from reserves. All cash inflows and outflows including beginning and end balances are included. Therefore, the sum of net cash provided from all four activities should be zero. Any imbalance is the error from incorrect accounting of cash inflows/outflows.

ANNUAL CASH FLOW STATEMENT
21 Eastern New York Dairy Farm Renters, 1997

Item		Average	
<u>Cash Flow from Operating Activities</u>			
Cash farm receipts	\$ 232,487		
- Cash farm expenses	<u>194,241</u>		
= Net cash farm income		\$ 38,246	
Personal withdrawals & family expenses including nonfarm debt payments	\$ 31,846		
- Nonfarm income	<u>8,886</u>		
- Net cash withdrawals from the farm		\$ <u>22,960</u>	
= Net Provided by Operating Activities			\$ 15,286
<u>Cash Flow From Investing Activities</u>			
Sale of assets: Machinery	\$ 638		
+ real estate	0		
+ other stock & certificates	<u>6</u>		
= Total asset sales		\$ 644	
Capital purchases: expansion livestock	\$ 6,570		
+ machinery	16,177		
+ real estate	38		
+ other stock & certificates	<u>37</u>		
- Total invested in farm assets		\$ <u>22,822</u>	
= Net Provided by Investment Activities			\$ -22,178
<u>Cash Flow From Financing Activities</u>			
Money borrowed (intermediate & long term)	\$ 21,399		
+ Money borrowed (short term)	595		
+ Increase in operating debt	0		
+ Cash from nonfarm capital used in business	856		
+ Money borrowed - nonfarm	<u>651</u>		
= Cash inflow from financing		\$ 23,501	
Principal payments (intermediate & long term)	\$ 14,269		
+ Principal payments (short term)	738		
+ Decrease in operating debt	<u>309</u>		
- Cash outflow for financing		\$ <u>15,316</u>	
= Net Provided by Financing Activities			\$ 8,185
<u>Cash Flow From Reserves</u>			
Beginning farm cash, checking & savings		\$ 13,917	
- Ending farm cash, checking & savings		<u>16,080</u>	
= Net Provided from Reserves			\$ <u>-2,163</u>
<u>Imbalance (error)</u>			\$ -870

ANNUAL CASH FLOW STATEMENT

Item		My Farm
<u>Cash Flow from Operating Activities</u>		
Cash farm receipts	\$ _____	
- Cash farm expenses	_____	
= Net cash farm income		\$ _____
Personal withdrawals & family expenses including nonfarm debt payments	\$ _____	
- Nonfarm income	_____	
- Net cash withdrawals from the farm		\$ _____
= Net Provided by Operating Activities		\$ _____
<u>Cash Flow From Investing Activities</u>		
Sale of assets: Machinery	\$ _____	
+ real estate	_____	
+ other stock & certificates	_____	
= Total asset sales		\$ _____
Capital purchases: expansion livestock	\$ _____	
+ machinery	_____	
+ real estate	_____	
+ other stock & certificates	_____	
- Total invested in farm assets		\$ _____
= Net Provided by Investment Activities		\$ _____
<u>Cash Flow From Financing Activities</u>		
Money borrowed (intermediate & long term)	\$ _____	
+ Money borrowed (short term)	_____	
+ Increase in operating debt	_____	
+ Cash from nonfarm capital used in business	_____	
+ Money borrowed - nonfarm	_____	
= Cash inflow from financing		\$ _____
Principal payments (intermediate & long term)	\$ _____	
+ Principal payments (short term)	_____	
+ Decrease in operating debt	_____	
- Cash outflow for financing		\$ _____
= Net Provided by Financing Activities		\$ _____
<u>Cash Flow From Reserves</u>		
Beginning farm cash, checking & savings	\$ _____	
- Ending farm cash, checking & savings	_____	
= Net Provided from Reserves		\$ _____
<u>Imbalance (error)</u>		\$ _____

Repayment Analysis

The second step in cash flow analysis is to compare the debt payments planned for the last year with the amount actually paid. The measures listed below provide a number of different perspectives on the repayment performance of the business. However, the critical question to many farmers and lenders is whether planned payments can be made in 1998. The cash flow projection worksheet on the next page can be used to estimate repayment ability, which can then be compared to planned 1998 debt payments shown below.

FARM DEBT PAYMENTS PLANNED Same 15 Eastern New York Dairy Farm Renters, 1997*

Debt Payments	Average			My Farm		
	1997 Payments		Planned 1998	1997 Payments		Planned 1998
	Planned	Made		Planned	Made	
Long-term	\$ 661	\$ 661	\$ 1,752	\$ _____	\$ _____	\$ _____
Intermediate-term	15,655	15,895	15,506	_____	_____	_____
Short-term	266	426	64	_____	_____	_____
Operating (net red.)	909	623	0	_____	_____	_____
Accounts payable (net reduction)	0	0	0	_____	_____	_____
Total	\$ 17,491	\$ 17,605	\$ 17,322	\$ _____	\$ _____	\$ _____
Per cow	\$ 219	\$ 220		\$ _____	\$ _____	
Per cwt. 1997 milk	\$ 1.21	\$ 1.22		\$ _____	\$ _____	
Percent of total 1997 receipts	8%	8%		_____	_____	
Percent of 1997 milk receipts	9%	9%		_____	_____	

*Farms that completed Dairy Farm Business Summaries for both 1996 and 1997.

The cash flow coverage ratio measures the ability of the farm business to meet its planned debt payment schedule. The ratio shows the percentage of planned payments that could have been made with last year's available cash flow. Farmers that did not participate in DFBS last year will find in their report a cash flow coverage ratio based on planned debt payments for 1998.

CASH FLOW COVERAGE RATIO Eastern New York Dairy Farm Renters and Owners, 1997

Item	Same 15 Farm Renters	Same 100 Farm Owners	My Farm
Cash farm receipts	\$ 221,485	\$ 355,673	\$ _____
- Cash farm expenses	179,336	309,641	_____
+ Interest paid	2,660	18,300	_____
- Net personal withdrawals from farm*	26,678	27,132	_____
(A) = Amount Available for Debt Service	\$ 18,131	\$ 37,200	\$ _____
(B) = Debt Payments Planned for 1997 (as of December 31, 1996)	\$ 17,491	\$ 47,668	\$ _____
(A ÷ B) = Cash Flow Coverage Ratio for 1997	1.04	0.78	_____

*Personal withdrawals and family expenditures less nonfarm income and nonfarm money borrowed. If family withdrawals are excluded the cash flow coverage ratio will be incorrect.

ANNUAL CASH FLOW WORKSHEET

Item	21 Dairy	My Farm		Expected Change	1998 Projection
	Farm Renters (per cow)	Total	Per Cow		
Average number of cows	85				
Accrual Operating Receipts					
Milk	\$ 2,531	\$	\$		\$
Dairy cattle	193				
Dairy calves	18				
Other livestock	0				
Crops	47				
Misc. receipts	75				
Total	\$ 2,864	\$	\$		\$
Accrual Operating Expenses					
Hired labor	\$ 172	\$	\$		\$
Dairy grain & concentrate	832				
Dairy roughage	97				
Other livestock feed	0				
Machinery hire, rent & lease	23				
Machinery repair & vehicle exp.	132				
Fuel, oil & grease	61				
Replacement livestock	57				
Breeding	35				
Vet & medicine	54				
Milk marketing	141				
Bedding	21				
Milking supplies	59				
Cattle lease	5				
Custom boarding	3				
bST expense	19				
Other livestock expense	38				
Fertilizer & lime	62				
Seeds & plants	26				
Spray & other crop expense	44				
Land, building & fence repair	43				
Taxes	21				
Real estate rent & lease	206				
Insurance	32				
Utilities	77				
Miscellaneous	25				
Total Less Interest Paid	\$ 2,287	\$	\$	\$	\$
Net Accrual Operating Income	(Total)				
(without appreciation)	\$ 49,101	\$			\$
- Change in livestock & crop inv.	9,395				
- Change in accounts receivable	1,579				
- Change in feed & supply inv.*	-1,899				
+ Change in accounts payable**	2,442				
NET CASH FLOW	\$ 42,469	\$			\$
- Net personal withdrawals & family expenditures	22,309				
Available for Farm Debt Payments & Investments	\$ 20,160	\$			\$
- Farm debt payments	19,470				
Available for Farm Investments	\$ 690	\$			\$
- Capital purchases: cattle, machinery & improvements	\$ 22,822	\$		\$	\$
Additional Capital Needed		\$			\$

*Includes change in prepaid expenses.

**Excludes change in interest account payable.

Cropping Program Analysis

The cropping program is an important part of the dairy farm business and sometimes it is overlooked and neglected. A complete evaluation of available land resources, how they are being used, how well crops are producing and what it costs to produce them, is required to evaluate alternative cropping and feed purchasing choices.

LAND RESOURCES AND CROP PRODUCTION Eastern New York Dairy Farm Renters Reporting, 1997

Item	Average of Farms Reporting			My Farm	
<u>Crop Yields</u>	<u>Farms</u>	<u>Acres</u>	<u>Prod/Acre*</u>	<u>Acres</u>	<u>Prod/Acre</u>
Hay crop	16	146	2.28 tn DM	_____	_____ tn DM
Corn silage	13	63	13.37 tn	_____	_____ tn
			3.98 tn DM	_____	_____ tn DM
Other forage	0	0	0.00 tn DM	_____	_____ tn DM
Total forage	18	175	2.73 tn DM	_____	_____ tn DM
Corn grain	3	168	66.13 bu	_____	_____ bu
Oats	1	11	40.00 bu	_____	_____ bu
Wheat	0	0	0.00 bu	_____	_____ bu
Other crops	0	0		_____	
Tillable pasture	5	47		_____	
Idle	2	15		_____	
Total Tillable Acres	21	187		_____	

*1997 average yields for 118 dairy farm owners in Eastern New York included: all hay crops, 2.1 tons dry matter per acre; corn silage, 13.6 tons per acre.

Average crop acres and yields compiled for the region are for the number of 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 measures of crop management indicate how efficiently the land resource is being used and how well total forage requirements are being met.

CROP MANAGEMENT FACTORS Eastern New York Dairy Farm Renters and Owners, 1997

Item	21 Dairy Farm Renters	118 Dairy Farm Owners	My Farm
Total tillable acres per cow	2.20	2.92	_____
Total forage acres per cow	1.76	2.54	_____
Harvested forage dry matter, tons per cow	4.81	7.33	_____

Average fertilizer and lime, seeds and plants, and spray and other crop expenses have been computed per tillable acre for all farms in the first column of the table below. Average hay crop and corn crop related expenses are from the limited number of farms allocating crop expenses. Additional expense items such as fuels, labor, and machinery repairs are not included. Rotational grazing was used on 5 rented farms and 17 owned farms in the region.

CROP RELATED ACCRUAL EXPENSES
Eastern New York Dairy Farm Renters and Owners, 1997

Expense	Total/ Till. Acre	Hay Crop		All Corn Per Acre	Corn Silage Per Ton DM	Corn Grain Per Dry Shell Bu.
		Per Acre	Per Ton DM			
<u>21 Dairy Farm Renters:</u>						
Average 3 Farms Reporting Individual Crop Costs						
Fertilizer & lime	\$28.15	\$4.69	\$2.95	\$106.61	\$22.38	\$0.97
Seeds & plants	11.98	8.70	5.48	35.70	7.50	0.32
Spray & other crop expense	<u>20.07</u>	<u>1.34</u>	<u>0.84</u>	<u>42.80</u>	<u>8.99</u>	<u>0.39</u>
Total	\$60.20	\$14.73	\$9.27	\$185.11	\$38.87	\$1.68
<u>118 Dairy Farm Owners:</u>						
Average 26 Farms Reporting Individual Crop Costs						
Fertilizer & lime	\$26.96	\$17.22	\$9.24	\$44.38	\$10.18	\$0.53
Seeds & plants	13.78	7.25	3.89	26.08	5.98	0.31
Spray & other crop expense	<u>16.87</u>	<u>3.83</u>	<u>2.06</u>	<u>48.07</u>	<u>11.02</u>	<u>0.57</u>
Total	\$57.61	\$28.30	\$15.19	\$118.53	\$27.18	\$1.41
<u>My Farm:</u>						
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
Eastern New York Dairy Farm Renters and Owners, 1997

Item	Average Per Tillable Acre		My Farm	
	21 Dairy Farm Renters	118 Dairy Farm Owners	Total Expenses	Per Till. Acres
Fuel, oil & grease	\$27.85	\$23.61	\$ _____	\$ _____
Machine repair & farm veh. exp.	59.99	59.37	_____	_____
Machine hire, rent & lease	10.44	12.22	_____	_____
Interest (5%)	21.58	21.80	_____	_____
Depreciation	<u>53.36</u>	<u>41.80</u>	_____	_____
Total	\$173.22	\$158.79	\$ _____	\$ _____

Dairy Program Analysis

Analysis of the dairy enterprise can tell 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. This increase in inventory is included as an accrual farm receipt when calculating profitability without appreciation impacts.

DAIRY HERD INVENTORY
Eastern New York Dairy Farm Renters and Owners, 1997

Item	Dairy Cows		Heifers					
	No.	Value	Bred		Open		Calves	
			No.	Value	No.	Value	No.	Value
<u>21 Dairy Farm Renters:</u>								
Beginning year (owned)	84	\$ 84,098	16	\$ 14,514	20	\$ 10,674	18	\$ 4,030
+ Change w/o apprec.		2,581		4,038		1,440		-104
+ Appreciation		<u>290</u>		<u>0</u>		<u>0</u>		<u>0</u>
End year (owned)	86	\$ 86,969	21	\$ 18,552	23	\$ 12,114	17	\$ 3,926
End including leased	86							
Average number	85		55	(all age groups)				
<u>118 Dairy Farm Owners:</u>								
Beginning year (owned)	117	\$ 123,966	32	\$ 28,936	33	\$ 17,574	27	\$ 7,452
+ Change w/o apprec.		5,044		2,515		-883		394
+ Appreciation		<u>-849</u>		<u>-187</u>		<u>-115</u>		<u>11</u>
End year (owned)	121	\$ 128,161	35	\$ 31,264	31	\$ 16,576	28	\$ 7,857
End including leased	121							
Average number	118		91	(all age groups)				
<u>My Farm:</u>								
Beginning year (owned)	___	\$ _____	___	\$ _____	___	\$ _____	___	\$ _____
+ Change w/o apprec.		_____		_____		_____		_____
+ Appreciation		_____		_____		_____		_____
End year (owned)	___	\$ _____	___	\$ _____	___	\$ _____	___	\$ _____
End including leased	___							
Average number	___		___	(all age groups)				

Total milk sold and milk sold per cow are extremely valuable measures of productivity 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 rolling herd average on the test date nearest December 31.

MILK PRODUCTION
Eastern New York Dairy Farm Renters and Owners, 1997

Item	21 Dairy Farm Renters	118 Dairy Farm Owners	My Farm
Total milk sold, lbs.	1,513,895	2,255,846	_____
Milk sold per cow, lbs.	17,711	19,138	_____
Average milk plant test, % butterfat	3.74%	3.72%	_____

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 are compared with the accrual costs of producing milk per hundredweight of milk. Using the whole farm method, operating cost of producing milk is estimated by deducting nonmilk accrual receipts from total accrual operating expenses plus expansion livestock purchased. Purchased input cost of producing milk is the operating cost plus depreciation. Total cost of producing milk includes the operating cost plus depreciation on machinery and buildings, the value of unpaid family labor, the value of operator(s) labor and management, and an interest charge for using equity capital.

COST OF PRODUCING MILK AND ACCRUAL RECEIPTS FROM MILK
Eastern New York Dairy Farm Renters and Owners, 1997

Item	21 Renters		118 Owners		My Farm	
	Total	Per Cwt.	Total	Per Cwt.	Total	Per Cwt.
<u>Accrual Cost of Producing Milk</u>						
Operating cost	\$176,818	\$11.68	\$270,952	\$12.01	\$ _____	\$ _____
Purchased input cost	\$187,056	\$12.36	\$293,889	\$13.03	\$ _____	\$ _____
Total cost	\$231,510	\$15.29	\$358,434	\$15.89	\$ _____	\$ _____
<u>Accrual Receipts from Milk</u>	\$215,126	\$14.21	\$318,924	\$14.14	\$ _____	\$ _____

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 the comparison of different size dairy farms for strengths and areas for improvement.

DAIRY RELATED ACCRUAL EXPENSES
Eastern New York Dairy Farm Renters and Owners, 1997

Item	Average Per Cwt. Milk		Per Cwt.
	21 Renters	118 Owners	
Purchased dairy grain & concentrate	\$4.67	\$4.52	\$ _____
Purchased dairy roughage	0.54	0.17	_____
Total Purchased Dairy Feed	\$5.21	\$4.69	\$ _____
Purchased grain & concentrate as % of milk receipts	33%	32%	_____ %
Purchased feed & crop expense	\$5.96	\$5.57	\$ _____
Purchased feed & crop expense as % of milk receipts	42%	39%	_____ %
Breeding	\$0.20	\$0.19	\$ _____
Veterinary & medicine	0.30	0.44	_____
Milk marketing	0.79	0.73	_____
Bedding	0.12	0.12	_____
Milking supplies	0.33	0.34	_____
Cattle lease	0.03	0.00	_____
Custom boarding	0.01	0.03	_____
bST expense	0.11	0.14	_____
Other livestock expense	0.21	0.25	_____

Capital and Labor Efficiency Analysis

Capital efficiency factors measure how intensively the capital is being used in the farm business. The asset turnover ratio is the ratio of total farm income to total farm assets. It is calculated by dividing total accrual operating receipts plus appreciation by average total farm assets. Measures of labor efficiency are key indicators of management's success in generating products per unit of labor input.

CAPITAL EFFICIENCY
Eastern New York Dairy Farm Renters and Owners, 1997

Item	Per Worker		Per Cow	Per Tillable Acre
<u>21 Dairy Farm Renters:</u>				
Farm capital	\$ 105,847		\$ 3,300	\$ 1,500
Machinery & equipment	30,451		949	432
Asset turnover ratio		0.88		
<u>118 Dairy Farm Owners:</u>				
Farm capital	\$ 233,714		\$ 7,051	\$ 2,419
Machinery & equipment	42,126		1,271	436
Asset turnover ratio		0.43		
<u>My Farm:</u>				
Farm capital	\$ _____		\$ _____	\$ _____
Machinery & equipment	_____		_____	_____
Asset turnover ratio		_____		

LABOR FORCE ANALYSIS
Eastern New York Dairy Farm Renters and Owners, 1997

Efficiency	21 Renters		118 Owners		My Farm	
	Total	Per Worker	Total	Per Worker	Total	Per Worker
Cows, average number	85	32	118	33	_____	_____
Milk sold, pounds	1,513,895	571,281	2,255,846	633,665	_____	_____
Tillable acres	187	71	344	97	_____	_____
Work units	820	309	1,234	347	_____	_____
Labor Costs	21 Renters		118 Owners		My Farm	
	Total	Per Cow	Total	Per Cow	Total	Per Cow
Value of operator(s) labor*	\$ 27,590	\$ 325	\$ 28,520	\$ 242	\$ _____	\$ _____
Family unpaid*	6,665	78	4,805	41	_____	_____
Hired	14,639	172	35,962	305	_____	_____
Total Labor	\$ 48,894	\$ 575	\$ 69,287	\$ 587	\$ _____	\$ _____
Machinery Cost	\$ 32,392	\$ 381	\$ 54,625	\$ 463	\$ _____	\$ _____
Total Labor & Machinery	\$ 81,286	\$ 956	\$ 123,912	\$ 1,050	\$ _____	\$ _____

*\$1,550 per month.

COMPARATIVE ANALYSIS OF THE FARM BUSINESS

Progress of the Farm Business

Comparing your business with average data from regional DFBS cooperators that participated in both of the last two years is one part of a business checkup. It is equally important for you to determine the progress your business has made over the past two or three years and to set targets or goals for the future.

PROGRESS OF THE FARM BUSINESS
Same 15 Eastern New York Dairy Farm Renters, 1996 & 1997

Selected Factors	Average		My Farm		Goal
	1996	1997	1996	1997	
<u>Size of Business</u>					
Average number of cows	78	80	_____	_____	_____
Average number of heifers	60	60	_____	_____	_____
Milk sold, lbs.	1,346,186	1,440,786	_____	_____	_____
Worker equivalent	2.44	2.51	_____	_____	_____
Total tillable acres	192	202	_____	_____	_____
<u>Rates of Production</u>					
Milk sold per cow, lbs.	17,288	18,040	_____	_____	_____
Hay DM per acre, tons	2.4	2.5	_____	_____	_____
Corn silage per acre, tons	11.9	15.4	_____	_____	_____
<u>Labor Efficiency</u>					
Cows per worker	32	32	_____	_____	_____
Milk sold per worker, lbs.	551,716	574,018	_____	_____	_____
<u>Cost Control</u>					
Grain & concentrate purchased as % of milk sales	31%	31%	_____ %	_____ %	_____ %
Dairy feed & crop expense per cwt. milk	\$5.93	\$5.76	\$ _____	\$ _____	\$ _____
Labor & machinery costs/cow	\$1,008	\$1,010	\$ _____	\$ _____	\$ _____
Operating cost of producing cwt. milk	\$11.21	\$10.81	\$ _____	\$ _____	\$ _____
<u>Capital Efficiency*</u>					
Farm capital per cow	\$3,491	\$3,713	\$ _____	\$ _____	\$ _____
Machinery & equipment per cow	\$1,032	\$1,084	\$ _____	\$ _____	\$ _____
Asset turnover ratio	0.88	0.78	_____	_____	_____
<u>Profitability</u>					
Net farm income without apprec.	\$47,015	\$37,599	\$ _____	\$ _____	\$ _____
Net farm income with apprec.	\$50,706	\$40,484	\$ _____	\$ _____	\$ _____
Labor & management income per operator/manager	\$21,214	\$13,212	\$ _____	\$ _____	\$ _____
Rate of return on equity capital with appreciation	6.1%	1.1%	_____ %	_____ %	_____ %
Rate of return on all capital with appreciation	6.2%	1.8%	_____ %	_____ %	_____ %
<u>Financial Summary</u>					
Farm net worth	\$251,112	\$268,383	\$ _____	\$ _____	\$ _____
Debt to asset ratio	0.13	0.12	_____	_____	_____
Farm debt per cow	\$465	\$457	\$ _____	\$ _____	\$ _____

*Average for the year.

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 5 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 21 Eastern New York Dairy Farm Renters, 1997

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
(11)*	(10)	(10)	(10)	(9)	(9)	(11)	(11)
5.1	186	3,479,536	22,273	3.9	19	46	850,283
3.0	83	1,569,709	18,971	2.6	17	36	628,100
2.3	69	1,156,385	17,475	2.0	15	33	546,407
1.9	58	954,444	16,430	1.6	11	30	472,629
1.4	43	630,300	12,792	1.2	7	21	347,352

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
(10)	(10)	(11)	(11)	(10)	(10)
\$416	22%	\$144	\$676	\$614	\$4.33
762	31	291	822	912	5.45
832	34	352	959	1,031	5.68
944	36	498	1,145	1,152	6.28
1,091	40	714	1,472	1,326	7.22

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 Income w/o Apprec.	Labor & Mgmt. Income Per Oper.
(10)	(10)	(10)	(3)	(3)	(3)
\$3,028	\$8.13	\$12.53	\$88,135	\$83,137	\$37,496
2,680	10.87	14.52	43,053	41,681	20,744
2,498	11.63	15.72	25,700	25,599	7,955
2,333	12.23	16.79	17,739	14,498	-2,646
1,784	14.63	19.74	-7,747	-14,037	-24,160

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

Regional Financial Analysis Chart

The farm financial analysis chart 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 7, 8, 11, and 15 of this publication. References to DFBS output page numbers for participating dairy farmers are provided in the table headings.

FINANCIAL ANALYSIS CHART 21 Eastern New York Dairy Farm Renters, 1997

Liquidity (repayment)

Planned Debt Payments Per Cow	Available for Debt Service Per Cow	Cash Flow Coverage Ratio	Debt Payments as Percent of Milk Sales	Debt Per Cow
(8)*	(12)	(8)	(8)	(5)
\$0	\$612	5.90	0%	\$0
7	358	1.06	1	292
147	232	0.56	6	684
330	135	0.04	14	1,178
480	23	0.00	21	2,521

Solvency

Leverage Ratio**	Percent Equity	Debt/Asset Ratio	Profitability	
		Current & Intermediate	Percent Rate of Return with appreciation on:	Investment***
	(5)	(5)	Equity	(3)
-267.00	100%	0.00	24%	17%
0.01	96	0.08	1	4
0.20	74	0.27	-4	-1
0.43	66	0.37	-11	-4
4.46	15	0.94	-448	-17

Efficiency (Capital)

Asset Turnover Ratio	Machinery Investment Per Cow	Total Farm Assets Per Cow	Change in Net Worth w/Appreciation
(11)	(11)	(11)	(6)
1.60	\$169	\$5,602	\$38,827
1.02	472	3,744	18,035
0.90	1,213	3,375	10,770
0.70	1,525	2,575	1,115
0.57	2,136	1,721	-7,778

*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.

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. Goals should be **SMART**:

1. Goals should be Specific.
2. Goals should be Measurable.
3. Goals should be Achievable but challenging.
4. Goals should be Rewarding.
5. 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 objectives (long-range) and goals (short-range) when looking at the future of your farm business.

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

- a. Begin with a mission statement which describes why the business exists based on the preferences and values of the owners.
- b. Identify 4-6 objectives.
- c. Identify SMART goals.

Worksheet for Setting Goals

I. Mission and Objectives

Worksheet for Setting Goals (continued)

II. Goals

[illegible]

Summarize Your Business Performance

The Farm Business and Financial Analysis Charts on pages 23 and 24 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.

[illegible]

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 5)
- Accrual Receipts** - (defined on page 6)
- Annual Cash Flow Statement** - (defined on page 13)
- Appreciation** - (defined on page 7)
- Asset Turnover Ratio** - (defined on page 21)
- Balance Sheet** - A "snapshot" of the business financial position at a given point in time, usually December 21. The balance sheet equates the value of assets to liabilities plus net worth.
- bST Usage** - An estimate of percentage of herd that was injected with bovine somatotropin during the year.
- 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.
- 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 15)
- Cash Paid** - (defined on page 4)
- Cash Receipts** - (defined on page 6)
- Change in Accounts Payable** - (defined on page 5)
- Change in Accounts Receivable** - (defined on page 6)
- Change in Inventory** - (defined on page 4)
- Current Portion** - Principal due in the next year for intermediate and long term debt.
- 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 11)
- 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. A reliable measure of repayment ability, see page 15.

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-cancelable 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 8)

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 7)

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 20)

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.

Purchased Inputs Cost of Producing Milk - (defined on page 20)

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 8)

Return on Total Capital - (defined on page 8)

Return to Operators' Labor, Management, and Equity Capital - (defined on page 7)

Rotational Grazing - The dairy herd is on pasture at least three months of the year, changing paddock at least every three days.

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 20)

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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OTHER A.R.M.E. EXTENSION BULLETINS

EB No	Title	Author(s)
98-12	Dairy Farm Business Summary, Central Valleys Region, 1997	LaDue, E.L., S.F. Smith, W.A. Knoblauch, D. Bowne, Z. Kurdieh, C. Mentis, C.Z. Radick and L.D. Putnam
98-11	Dairy Farm Business Summary, Northern New York Region, 1997	Milligan, R.A., L.D. Putnam, G. Yamall, P. Beyer, A. Deming and W. Van Loo
98-10	Dairy Farm Business Summary, Southeastern New York Region, 1997	Knoblauch, W.A., L.D. Putnam, S.E. Hadcock, L.R. Hulle, M. Kiraly and J.J. Walsh
98-09	Dairy Farm Business Summary, Western and Central Plateau Region, 1997	Knoblauch, W.A., L.D. Putnam, C.A. Crispell, J.W. Grace, J.S. Petzen, A.N. Dufresne and G. Albrecht
98-08	Dairy Farm Business Summary, Northern Hudson Region, 1997	Conneman, G.J., L.D. Putnam, C.S. Wickswat, S. Buxton and D.R. Wood
98-07	Dairy Farm Business Summary, Western and Central Plain Region, 1997	Knoblauch, W.A., L.D. Putnam, J. Karszes, C. Mentis, G. Allhusen and J. Hanchar
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