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PRO-DAIRY

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***NEW YORK
LARGE HERD
FARMS,
300 COWS
OR LARGER
2000***

***DAIRY FARM
BUSINESS SUMMARY***



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2000 DAIRY FARM BUSINESS SUMMARY
LARGE HERD DAIRY FARMS
300 Cows or Larger

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2000 DAIRY FARM BUSINESS SUMMARY LARGE HERD DAIRY FARMS

INTRODUCTION

Dairy farmers throughout New York state have been participating in Cornell Cooperative Extension Farm Business Summary and Analysis Programs since the early 1950's. Managers of each participating farm business receive a comprehensive summary and analysis of the farm business.

Larger farms employ different technologies and management systems, and thus, achieve different efficiencies than smaller farms. This makes comparisons of a large farm's performance to the average of farms of all sizes not as meaningful as comparing to the average of similar sized farms. This report contains a summary and analysis of dairy farms with 300 or more cows. In addition, farms are sorted into three categories for many comparisons, 300 to 400 cows, 400 to 600 cows, and 600 and more cows per farm.

Farm managers should determine their business performance and then compare it with that of other similar farms. In this manner, strengths and areas for improvement can be identified. A goal that many managers set is to strive to be in the top 20 percent of farms for many of the production and financial benchmarks. Each manager should select and then revise annually the goals which their business strives to achieve.

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 dairy farm through appropriate use of historical farm data and the application of modern farm business analysis techniques. This information can also be used to track changes within the business, establish goals that will enable the business to better meet its objectives, compare the performance of the farm to other dairy producers, and establish a basis for financial projection of planned changes within the business.

Format

This report is comprised of six sections. The first section charts the progress of the large herd farm business over two years. Sixty-six of the large herd farms participated in the summary the last two years. The averages of selected business factors are presented for these farms and the changes that occurred from 1999 to 2000 are calculated.

The second section contains charts for additional analysis of large herd farms. The top 20 percent large farms (by rate of return on assets without appreciation) are compared to the average for all 70 large herd farms that participated in the 2000 DFBS program. Also presented is information concerning dairy enterprise efficiency, and milk parlor efficiency.

The summary and analysis section lists the average data for the 70 large herd farms that participated in the 2000 DFBS program. The format follows that of the individual farm DFBS printout and contains a brief explanation of each table and chart with comparisons to the top 20% large farms.

The fourth section presents a condensed summary and selected business factors for farms with 300-400 cows, 400-600 cows, and farms with more than 600 cows.

The fifth section contains the income and expense profiles for the 300-400 cow farms, 400-600 cow farms, and 600 and more cow farms on a per cow and per cwt. of milk basis.

The sixth section contains business charts for key measures of farm performance.

¹The large herd summary is comprised of farms with 300 or more cows. Cayuga, Chautauqua, Chenango, Clinton, Cortland, Erie, Genesee, Jefferson, Livingston, Montgomery, Niagara, Oneida, Ontario, St. Lawrence, Saratoga, Schuyler, Tioga, Washington, Wayne and Wyoming counties had farms of this size in 2000. This report was written by Jason Karzses, Senior Extension Associate, Pro-Dairy and Wayne A. Knoblauch, Professor, Farm Management. Linda Putnam was in charge of data preparation. Faye Butts prepared the publication. Data were collected by Cornell Cooperative Extension educators across the state.

PROGRESS OF THE FARM BUSINESS

The 2000 business year for the New York State dairy industry was markedly different than the last four years, primarily due to three areas. Milk price and growing conditions decreased from 1999 and costs increased from 1999. The combination of these factors led to profit levels that were significantly lower than 1999 and lower than any year in the 90's. The average farm in this report didn't make significant financial progress in 2000.

For both 1999 and 2000, 66 farms that averaged more than 300 cows in New York participated in the Dairy Farm Business Summary Program (DFBS), administered by Cornell Cooperative Extension and Cornell University. The table on the following page shows selected factors from the 66 farms that participated in the DFBS project each of the last two years.

Comparing your business' performance with average data from these DFBS dairy farms can help you establish goals for your business. It is equally important to determine the progress your business has made over the past two or three years, to compare this progress to your goals, and to set goals for the future.

Milk price. Gross milk prices decreased 10.8 percent, or \$1.61 per cwt. With the change to multiple component pricing starting on January 1, 2000, which moved away from zone differentials that no longer are included in hauling costs, and the increase in fuel costs, milk marketing expenses per cwt. increased by 50 percent to 62 cents per cwt. This increase in marketing costs, coupled with the decrease in gross price, led to a decrease of 12.4 percent in net price received on the farm, with an average net price per cwt. of \$12.70 for 2000.

Milk income. Primarily due to the poor growing conditions in 2000 and the resulting lower forage quality, milk production per cow decreased slightly from 1999. This decrease in production coupled with the lower milk price led to an 11.1 percent decrease in milk income per cow in 2000. While the production per cow did not increase, these farms continued to add cows and increased herd size by 38 cows, or 6.4 percent, which led to a 6.1 percent increase in total milk marketed off the farm. Even with this increase in milk marketed off the farm, it did not offset the decrease in milk price. Gross milk revenue for the farm decreased by \$107,640, or 5.3 percent. While hay yields did increase to 3.94 tons of dry matter per acre, the quality was low due to high moisture conditions and low temperatures. Corn yields fell 6.5 percent to 16.1 tons per acre, as fed, also with lower quality.

Cost control. With the increase in herd size, worker equivalents increased by 4 percent. With this increase being lower than the increase in herd size, labor efficiency increased by 2%, with milk sold per worker equivalent averaging 1,052,794 pounds. While labor efficiency continued to increase, hired labor costs increased at a faster rate. Hired labor costs per worker equivalent increased 5 percent, hired labor costs per cwt. of milk increased 3.1 percent, and hired labor costs as percent of milk sales increased from 17 to 19.7 percent.

Along with the increase in labor costs and milk marketing costs, interest and fuel costs increased significantly from 1999. With the increase in interest rates and the farms actually increasing borrowed capital during the year (debt per cow rising from \$2,778 to \$2,873), interest expense per cwt. increased 16 cents per cwt., a 20.8 percent increase. The increase in fuel costs during the year led to a 9 cent increase per cwt. With these significant cost changes, total farm operating expenses increased 3.5 percent, or 46 cents per cwt. to 13.42 per cwt.

Weaker earnings picture. The combinations of lower milk prices, increased costs, and lower production led to a significant decrease in farm earnings for 2000. Net farm income without appreciation decreased 73.1 percent to \$93,452. Net farm income with appreciation decreased 56.7 percent to \$177,697. The appreciation in 2000 is due primarily to the increase in cattle prices being reflected on the balance sheet at the end of 2000.

- Labor and management income per operator/manager decreased 103.3 percent to \$-3,960.
- Rate of return to all capital without appreciation decreased 64.5 percent to 3.79 percent. Rate of return on equity capital without appreciation decreased 96.7 percent to 0.48 percent.
- Farm net worth increased by 0.3 percent from the previous year.
- Debt to asset ratio increased from 0.46 to 0.47.

Overall, 2000 was a challenging year for the 300 cow and larger farms. While, on average, profits decreased significantly from 1999, the changes on individual farms varied, with some farms actually doing better in 2000 than in 1999.

The importance of trend analysis is to identify what areas changed, ask why they changed, and look at what you can do differently in the future to influence that change. If you would like help in developing and looking at the trends in your business, contact your local extension service and become involved in a financial management education program.

PROGRESS OF THE FARM BUSINESS
Same 66 Large Herd Dairy Farms, 1999 & 2000

| Selected Factors | Average of 66 Farms | | Percent Change |
|---|---------------------|-------------|----------------|
| | 1999 | 2000 | |
| <u>Size of Business</u> | | | |
| Average number of cows | 591 | 629 | 6.4 |
| Average number of heifers | 447 | 479 | 7.2 |
| Milk sold, lbs. | 13,537,760 | 14,360,107 | 6.1 |
| Worker equivalent | 13.11 | 13.64 | 4.0 |
| Total tillable acres | 1,132 | 1,193 | 5.4 |
| <u>Rates of Production</u> | | | |
| Milk sold per cow, lbs. | 22,905 | 22,830 | -0.3 |
| Hay DM per acre, tons | 3.52 | 3.94 | 11.9 |
| Corn silage per acre, tons | 17.22 | 16.10 | -6.5 |
| <u>Labor Efficiency & Costs</u> | | | |
| Cows per worker | 45 | 46 | 2.2 |
| Milk sold/worker, lbs. | 1,032,629 | 1,052,794 | 2.0 |
| Hired labor cost/cwt. | \$2.54 | \$2.62 | 3.1 |
| Hired labor cost/worker | \$31,733 | \$33,304 | 5.0 |
| Hired labor cost as % of milk sales | 17% | 19.7% | 15.9 |
| <u>Cost Control</u> | | | |
| Grain & conc. purchased as % of milk sales | 25% | 28% | 12.0 |
| Grain & conc. per cwt. milk | \$3.73 | \$3.69 | -1.1 |
| Dairy feed & crop expense per cwt. milk | \$4.68 | \$4.59 | -1.9 |
| Labor & mach. costs/cow | \$1,143 | \$1,174 | 2.7 |
| Total farm operating costs per cwt. sold | \$12.96 | \$13.42 | 3.5 |
| Interest costs per cwt. milk | \$0.77 | \$0.93 | 20.8 |
| Milk marketing costs per cwt. milk sold | \$0.42 | \$0.62 | 47.6 |
| Operating cost of producing cwt. of milk | \$11.27 | \$11.59 | 2.8 |
| <u>Capital Efficiency(average for the year)</u> | | | |
| Farm capital per cow | \$5,884 | \$5,986 | 1.7 |
| Mach. & equip. per cow | \$996 | \$1,026 | 3.0 |
| Asset turnover ratio | 0.68 | 0.62 | -8.8 |
| <u>Income Generation</u> | | | |
| Gross milk sales per cow | \$3,420 | \$3,042 | -11.1 |
| Gross milk sales per cwt. | \$14.93 | \$13.32 | -10.8 |
| Net milk sales per cwt. | \$14.50 | \$12.70 | -12.4 |
| Dairy cattle sales per cow | \$218 | \$258 | -18.3 |
| Dairy calf sales per cow | \$27 | \$40 | 48.1 |
| <u>Profitability</u> | | | |
| Net farm income w/o appreciation | \$347,407 | \$93,452 | -73.1 |
| Net farm income w/appreciation | \$410,525 | \$177,697 | -56.7 |
| Labor & mgt. income per operator/manager | \$119,862 | \$ -3,960 | -103.3 |
| Rate of return on equity capital w/o appreciation | 14.38% | 0.48% | -96.7 |
| Rate of return on all capital w/o appreciation | 10.68% | 3.79% | -64.5 |
| <u>Financial Summary</u> | | | |
| Farm net worth, end year | \$1,968,181 | \$1,974,856 | 0.3 |
| Debt to asset ratio | 0.46 | 0.49 | 6.5 |
| Farm debt per cow | \$2,778 | \$2,873 | 3.4 |

RECEIPTS AND EXPENSES PER COW AND PER HUNDREDWEIGHT
Same 66 Large Herd Dairy Farms, 1999 & 2000

| Item | 1999 | | 2000 | |
|--------------------------------------|----------------|----------------|----------------|----------------|
| | Per Cow | Per Cwt. | Per Cow | Per Cwt. |
| Average Number of Cows | 591 | | 629 | |
| Cwt. of Milk Sold | | 135,378 | | 143,601 |
| <u>Accrual Operating Receipts</u> | | | | |
| Milk | \$3,420 | \$14.93 | \$3,042 | \$13.32 |
| Dairy cattle | 218 | 0.95 | 258 | 1.13 |
| Dairy calves | 27 | 0.12 | 40 | 0.17 |
| Other livestock | 13 | 0.06 | 13 | 0.06 |
| Crops | 90 | 0.39 | 54 | 0.24 |
| Miscellaneous receipts | 110 | 0.48 | 148 | 0.65 |
| Total | <u>\$3,877</u> | <u>\$16.93</u> | <u>\$3,556</u> | <u>\$15.58</u> |
| <u>Accrual Operating Expenses</u> | | | | |
| Hired labor | \$581 | \$2.54 | \$599 | \$2.62 |
| Dairy grain & concentrate | 855 | 3.73 | 842 | 3.69 |
| Dairy roughage | 54 | 0.24 | 63 | 0.28 |
| Nondairy feed | 0 | 0.00 | 0 | 0.00 |
| Machine hire, rent & lease | 93 | 0.41 | 98 | 0.43 |
| Machine repairs & vehicle expense | 153 | 0.67 | 138 | 0.60 |
| Fuel, oil & grease | 48 | 0.21 | 68 | 0.30 |
| Replacement livestock | 51 | 0.22 | 43 | 0.19 |
| Breeding | 36 | 0.16 | 38 | 0.17 |
| Veterinary & medicine | 116 | 0.51 | 124 | 0.54 |
| Milk marketing | 97 | 0.42 | 142 | 0.62 |
| Bedding | 53 | 0.23 | 54 | 0.24 |
| Milking supplies | 71 | 0.31 | 73 | 0.32 |
| Cattle lease | 16 | 0.07 | 13 | 0.06 |
| Custom boarding | 39 | 0.17 | 53 | 0.23 |
| bST expense | 65 | 0.28 | 66 | 0.29 |
| Other livestock expense | 27 | 0.12 | 24 | 0.10 |
| Fertilizer & lime | 68 | 0.30 | 55 | 0.24 |
| Seeds & plants | 42 | 0.18 | 41 | 0.18 |
| Spray & other crop expense | 53 | 0.23 | 47 | 0.21 |
| Land, building & fence repair | 58 | 0.25 | 46 | 0.20 |
| Taxes | 31 | 0.13 | 28 | 0.12 |
| Real estate rent/lease | 66 | 0.29 | 70 | 0.31 |
| Insurance | 26 | 0.12 | 26 | 0.11 |
| Utilities | 59 | 0.26 | 61 | 0.27 |
| Interest paid | 175 | 0.77 | 212 | 0.93 |
| Miscellaneous | 36 | 0.16 | 40 | 0.17 |
| Total Operating Expenses | <u>\$2,970</u> | <u>\$12.96</u> | <u>\$3,064</u> | <u>\$13.42</u> |
| Expansion livestock | 70 | 0.30 | 95 | 0.42 |
| Machinery depreciation | 135 | 0.59 | 136 | 0.60 |
| Real Estate depreciation | 115 | 0.50 | 111 | 0.49 |
| Total Expenses | <u>\$3,290</u> | <u>\$14.36</u> | <u>\$3,407</u> | <u>\$14.92</u> |
| Net Farm Income without appreciation | 588 | 2.57 | 149 | 0.65 |

**TOP 20 PERCENT COMPARISON TO AVERAGE AND FACTORS CONCERNING
DAIRY ENTERPRISE AND PARLOR EFFICIENCY**

In 2000, 27 of the 70 farms with over 300 cows filled out a supplementary data collection form in order to gain information on some additional management concerns of dairy farmers. Reported below are the averages and business charts for these factors. Each category is sorted independently, therefore farms that are the highest or lowest in one column may not necessarily be the highest or lowest in the next column. Please note that this is only descriptive data from 27 farms and only represents these 27 farms. See the Glossary beginning on page 49 for definitions of the factors in the table below.

On the following page selected factors for the top 20% of large herd farms as sorted by rate of return on all assets without appreciation are compared to the same factors for the average of all 70 farms over 300 cows that participated in the DFBS project in 2000. It is useful to see what factors are different between the average and the top 20% and to ask questions about where your own business fits into these factors

Fourteen farms that were in the top 20 percent in 2000 were also in the summary in 1999. The table on page 7 shows income and expenses for these farms for both 1999 and 2000. Identifying the changes that occurred on these farms provides insight into what happened on the most profitable farms. How your farm changed in comparison should provide valuable management information.

SUPPLEMENTAL FARM BUSINESS CHART

27 Large Herd Farms, 2000

| Milking System Only | | |
|---|---|---|
| Pounds of Milk Harvested Per Hour of Milking Labor | Total Cows Milked Per Hour of Milking Labor Per Day | Pounds of Milk Harvested Per Machine Per Year |
| 2,746 | 51 | 815,235 |
| 1,866 | 31 | 637,440 |
| 1,646 | 27 | 513,317 |
| 1,401 | 23 | 420,268 |
| 1,208 | 19 | 321,873 |
| Average 1,789 | 31 | 543,621 |

| Dairy Enterprise Only | | |
|-----------------------|-------------------------------|--------------------------------------|
| Worker Equivalents | Cows per Worker Equivalent | Pounds Sold per Worker Equivalent |
| 10.81 | 260 | 4,937,194 |
| 6.57 | 133 | 3,001,055 |
| 5.00 | 101 | 2,288,670 |
| 4.11 | 94 | 2,008,515 |
| 2.76 | 75 | 1,713,242 |
| Average 5.92 | 135 | 2,829,400 |

TOP 20 PERCENT VS. AVERAGE
70 Large Herd Dairy Farms, 2000

| Selected Factors | Average 2000 | Top 20% 2000 | Percent Difference |
|---|-----------------|-----------------|-----------------------|
| <u>Size of Business</u> | | | |
| Average number of cows | 638 | 540 | -15.4 |
| Average number of heifers | 485 | 400 | -17.5 |
| Milk sold, lbs. | 14,427,925 | 12,721,762 | -11.8 |
| Worker equivalent | 13.68 | 11.67 | -14.7 |
| Total tillable acres | 1,214 | 1,134 | -6.6 |
| <u>Rates of Production</u> | | | |
| Milk sold per cow, lbs. | 22,622 | 23,540 | 4.1 |
| Hay DM per acre, tons | 3.82 | 4.00 | 4.7 |
| Corn silage per acre, tons | 15.95 | 16.01 | 0.4 |
| <u>Labor Efficiency & Costs</u> | | | |
| Cows per worker | 47 | 46 | 2.1 |
| Milk sold/worker, lbs. | 1,054,673 | 1,090,125 | 3.4 |
| Hired labor cost/cwt. | \$2.60 | \$2.44 | -6.2 |
| Hired labor cost/hired worker | \$33,156 | \$32,044 | -3.4 |
| Hired labor cost as % of milk sales | 19.5% | 18.3% | -6.2 |
| <u>Cost Control</u> | | | |
| Grain & conc. purchased as % of milk sales | 27% | 27% | 0.0 |
| Grain & conc. per cwt. milk | \$3.66 | \$3.54 | -3.3 |
| Dairy feed & crop expense per cwt. milk | \$4.58 | \$4.35 | -5.0 |
| Labor & mach. costs/cow | \$1,164 | \$1,136 | -2.4 |
| Total farm operating costs per cwt. sold | \$13.47 | \$12.21 | -9.4 |
| Interest costs per cwt. milk | \$0.95 | \$0.73 | -23.2 |
| Milk marketing costs per cwt. milk sold | \$0.64 | \$0.53 | -17.2 |
| Operating cost of producing cwt. of milk | \$11.63 | \$10.02 | -13.8 |
| <u>Capital Efficiency</u> (average for the year) | | | |
| Farm capital per cow | \$6,044 | \$5,819 | -3.7 |
| Mach. & equip. per cow | \$1,030 | \$1,082 | 5.0 |
| Asset turnover ratio | 0.61 | 0.67 | 9.8 |
| <u>Income Generation</u> | | | |
| Gross milk sales per cow | \$3,023 | \$3,144 | 4.0 |
| Gross milk sales per cwt. | \$13.37 | \$13.35 | -0.1 |
| Net milk sales per cwt. | \$12.73 | \$12.81 | 0.6 |
| Dairy cattle sales per cow | \$261 | \$316 | 21.1 |
| Dairy calf sales per cow | \$39 | \$39 | 0.0 |
| <u>Profitability</u> | | | |
| Net farm income without appreciation | \$84,539 | \$290,563 | 243.7 |
| Net farm income with appreciation | \$168,456 | \$361,385 | 114.5 |
| Labor & mgt. income per oper./manager | \$-8,963 | \$114,554 | 137.8 |
| Rate of return on equity capital w/o appreciation | -0.18% | 11.42% | 644.4 |
| Rate of return on all capital w/o appreciation | 3.47% | 10.02% | 188.8 |
| <u>Financial Summary</u> | | | |
| Farm net worth, end of year | \$2,017,999 | \$2,030,076 | 0.6 |
| Debt to asset ratio | 0.49 | 0.38 | -22.4 |
| Farm debt per cow | \$2,907 | \$2,273 | -21.8 |

RECEIPTS AND EXPENSES PER COW AND PER HUNDREDWEIGHT
Same 14 Top 20% Large Herd Dairy Farms, 1999 & 2000

| Item | 1999 | | 2000 | |
|--------------------------------------|---------|----------|---------|----------|
| | Per Cow | Per Cwt. | Per Cow | Per Cwt. |
| Average Number of Cows | 495 | | 540 | |
| Cwt. Of Milk Sold | | 112,959 | | 127,218 |
| <u>Accrual Operating Receipts</u> | | | | |
| Milk | \$3,395 | \$14.88 | \$3,144 | \$13.35 |
| Dairy cattle | 293 | 1.28 | 316 | 1.34 |
| Dairy calves | 25 | 0.11 | 39 | 0.17 |
| Other livestock | 50 | 0.22 | 33 | 0.14 |
| Crops | 83 | 0.36 | 107 | 0.46 |
| Miscellaneous receipts | 86 | 0.38 | 139 | 0.59 |
| Total | \$3,931 | \$17.23 | \$3,778 | \$16.04 |
| <u>Accrual Operating Expenses</u> | | | | |
| Hired labor | \$544 | \$2.38 | \$576 | \$2.44 |
| Dairy grain & concentrate | 873 | 3.83 | 835 | 3.54 |
| Dairy roughage | 17 | 0.07 | 46 | 0.20 |
| Nondairy feed | 0 | 0.00 | 0 | 0.00 |
| Machine hire, rent & lease | 64 | 0.28 | 63 | 0.27 |
| Machine repairs & vehicle expense | 152 | 0.67 | 137 | 0.58 |
| Fuel, oil & grease | 46 | 0.20 | 64 | 0.27 |
| Replacement livestock | 53 | 0.23 | 42 | 0.18 |
| Breeding | 40 | 0.18 | 41 | 0.17 |
| Veterinary & medicine | 113 | 0.50 | 115 | 0.49 |
| Milk marketing | 99 | 0.43 | 126 | 0.53 |
| Bedding | 33 | 0.14 | 37 | 0.16 |
| Milking supplies | 77 | 0.34 | 58 | 0.25 |
| Cattle lease | 9 | 0.04 | 2 | 0.01 |
| Custom boarding | 17 | 0.07 | 37 | 0.16 |
| bST expense | 60 | 0.26 | 73 | 0.31 |
| Other livestock expense | 40 | 0.17 | 40 | 0.17 |
| Fertilizer & lime | 63 | 0.28 | 61 | 0.26 |
| Seeds & plants | 41 | 0.18 | 42 | 0.18 |
| Spray & other crop expense | 55 | 0.24 | 39 | 0.17 |
| Land, building & fence repair | 59 | 0.26 | 48 | 0.20 |
| Taxes | 26 | 0.12 | 20 | 0.09 |
| Real estate rent/lease | 74 | 0.32 | 86 | 0.36 |
| Insurance | 23 | 0.10 | 26 | 0.11 |
| Utilities | 51 | 0.22 | 48 | 0.20 |
| Interest paid | 144 | 0.63 | 171 | 0.73 |
| Miscellaneous | 39 | 0.17 | 42 | 0.18 |
| Total Operating Expenses | \$2,812 | \$12.32 | \$2,876 | \$12.21 |
| Expansion livestock | 124 | 0.54 | 119 | 0.51 |
| Machinery depreciation | 138 | 0.61 | 159 | 0.68 |
| Real Estate depreciation | 99 | 0.43 | 85 | 0.36 |
| Total Expenses | \$3,172 | \$13.90 | \$3,240 | \$13.75 |
| Net Farm Income without appreciation | 759 | 3.32 | 538 | 2.28 |

Supplementary Information

Each year DFBS cooperators volunteer to complete supplementary data collection forms looking at selected management aspects of the business or specific research areas being studied. This is in addition to the normal DFBS data collection form. Two areas that were examined this year were the source of dairy replacements and the breakdown of the milk income and marketing expenses. Following is a summary of this information.

SOURCE OF DAIRY REPLACEMENTS

28 Large Herd Dairy Farms, 2000

| <u>Animals Entering Herd</u> | Average |
|--|---------|
| Number calving in 2000 for first time | 252 |
| Animals purchased, % ¹ | 18.8 |
| Animals raised by farm, % ² | 81.2 |
| <u>Current Heifer Inventory</u> | |
| Raised on dairy, % | 81 |
| Raised by a custom grower, % | 19 |

¹ Animals purchased are animals purchased from a different farm and were not the farm's genetics.

² Animals raised by farm are animals that were born on the farm and entered the herd, which includes animals raised by the farm or custom grower.

On the average farm, 252 animals calved for the first time in 2000. The breakdown on these animals for source was 18.8% purchased and 81.2% raised by the farm. Of the current heifer inventory, 81% were raised on the dairy and 19% were being raised by a custom grower. There is increased interest in evaluating the dairy replacement enterprise.

Milk Income and Marketing Expense Breakdown

Starting January 1st, 2001, the northeast switched to multiple components pricing, which changed the format of the milk check and how farmers received payment for their milk. To examine the breakdown of the gross milk income and the marketing expenses, 30 farms filled out a detailed form for all the different sources of income for milk sales and the milk marketing expenses on an accrual basis. This information is reported in the following two tables. The tables are divided into six different areas, each representing a different area of income or expenses.

The first section looks at the value of the milk components on a per cwt. basis. The second area looks at the Producer Price Differential. The third area looks at the premiums a farm receives. Any premiums not specifically noted as quality or volume related are included in market premiums. The fourth area looks at the expenses associated with marketing milk. A new line item in this section is the expenses associated with utilizing forward contracting or hedging programs to market milk, such as commission or broker fees. The fifth area is income from the compact program or from forward contracting or hedging programs. The sixth area is the patronage dividends or refunds from the milk cooperatives. Equity purchased in the milk cooperative utilizing a monthly deduction from the milk check or a percent of the patronage dividend is treated as a capital purchase and is not a milk marketing expense. The cumulative total for these six areas is the net price received on farms. Your net farm price can be found on page 10 of your farm's DFBS report.

The table on page 9 reports the averages for these different areas. The table on page 10 contains the range for each of the individual lines of the report. This table is in farm business chart format with each item sorted independently and ranked by fifths. Numbers for the different areas will not add to the totals for that quintile or to the net price received because the highest farms for each item were averaged, not the same farms throughout the six areas. This table shows the range of income and expenses received by farms for all the different areas.

For your individual farm, compare your accrual numbers following this same format to look at how you compare to other farms in your region and to identify possible areas to generate additional revenue.

AVERAGE MILK INCOME AND MARKETING REPORT
30 Large Herd Dairy Farms, 2000

| | Pounds | Percent | Price/Pound | Total | \$/Cwt of Milk |
|--|---------------|---------|-------------|---------------|-----------------|
| BASE FARM PRICE | | | | | |
| Butterfat | 551,999.52 | 3.72% | \$ 1.2564 | \$ 690,556.36 | \$ 4.67 |
| Protein | 452,947.65 | 3.05% | \$ 1.6647 | \$ 745,427.84 | \$ 5.02 |
| Solids | 848,642.42 | 5.63% | \$ 0.0524 | \$ 44,506.57 | \$ 0.30 |
| Total Component Contribution | | | | | \$ 9.99 |
| PPD | 14,915,905.57 | | \$ 2.3942 | \$ 361,042.21 | \$ 2.39 |
| Base Farm Price | | | | | \$ 12.38 |
| Premiums | | | | | |
| Quality | | | | \$ 20,327.38 | \$ 0.14 |
| Volume | | | | \$ 39,216.68 | \$ 0.25 |
| Market Premiums | | | | \$ 55,718.27 | \$ 0.30 |
| Total Premiums | | | | | \$ 0.69 |
| BASE FARM PRICE + PREMIUM | | | | | \$ 13.07 |
| <hr style="border-top: 1px dashed black;"/> | | | | | |
| Deductions | | | | | |
| Promo | | | | \$ 22,685.37 | \$ 0.15 |
| Hauling + Stop Charges. | | | | \$ 63,795.29 | \$ 0.41 |
| Market Fees & Coop Dues | | | | \$ 7,186.18 | \$ 0.05 |
| Futures/Contract Fees | | | | \$ 0.00 | \$ 0.00 |
| Total Deductions | | | | | \$ 0.61 |
| BASE FARM PRICE + PREMIUMS - DEDUCTIONS | | | | | \$ 12.45 |
| Marketing Programs | | | | | |
| Compact | | | | \$ 8,551.12 | \$ 0.03 |
| Futures Contracts, Forward Contracting, Etc. | | | | \$ 11,675.33 | \$ 0.07 |
| Total Marketing Income | | | | | \$ 0.10 |
| Patronage Dividends | | | | \$ 22,437.79 | \$ 0.21 |
| NET PRICE RECEIVED ON FARM, ALL SOURCES | | | | | \$ 12.76 |
| PPD - Hauling, per cwt. | | | | | \$ 1.98 |
| PPD - Hauling + Market Premiums, per cwt. | | | | | \$ 2.28 |

MILK PRICE INFORMATION BY QUINTILE
 (Each Category Sorted Independently)
 30 Large Herd Dairy Farms, 2000

| | Lowest Quintile | ← | → | Highest Quintile | |
|---|--------------------|-----------------|-----------------|---------------------|-----------------|
| Butterfat, % | 3.48 | 3.63 | 3.67 | 3.75 | 4.06 |
| Protein, % | 2.81 | 2.92 | 2.96 | 3.00 | 3.19 |
| Other Solids, % | 5.16 | 5.65 | 5.73 | 5.76 | 5.84 |
| Butterfat, \$ per Cwt. | 4.36 | 4.49 | 4.59 | 4.74 | 5.16 |
| Protein, \$ per Cwt. | 4.79 | 4.90 | 5.00 | 5.08 | 5.33 |
| Other solids, \$ per Cwt. | .27 | .28 | .29 | .29 | .35 |
| Total Component Value per Cwt. | \$ 9.55 | \$ 9.72 | \$ 9.86 | \$ 10.03 | \$ 10.78 |
| PPD, \$ per Cwt. | 2.25 | 2.29 | 2.34 | 2.42 | 2.67 |
| Base Farm Price per Cwt. | \$ 11.86 | \$ 12.05 | \$ 12.24 | \$ 12.47 | \$ 13.30 |
| Quality, \$ per Cwt. | .03 | .09 | .13 | .19 | .24 |
| Volume, \$ per Cwt. | .00 | .11 | .26 | .33 | .55 |
| Market premium, \$ per Cwt. | .00 | .05 | .21 | .31 | .93 |
| Total Premium, \$ per Cwt. | .33 | .46 | .61 | .88 | 1.15 |
| Base Farm Price + Premiums per Cwt. | \$ 12.39 | \$ 12.68 | \$ 12.88 | \$ 13.09 | \$ 14.29 |
| Promotion, \$ per Cwt. | .15 | .15 | .15 | .15 | .15 |
| Hauling, \$ per Cwt. | .25 | .34 | .38 | .44 | .66 |
| Market fees & coop dues per Cwt. | .00 | .04 | .06 | .07 | .09 |
| Futures/contract fees, \$ per Cwt. | .00 | .00 | .00 | .00 | .00 |
| Total Marketing Expenses per Cwt. | \$.44 | \$.54 | \$.59 | \$.63 | \$.88 |
| Base + Premiums – Deductions per Cwt. | \$ 11.78 | \$ 12.11 | \$ 12.31 | \$ 12.46 | \$ 13.60 |
| Compact, \$ per Cwt. | .00 | .00 | .00 | .00 | .14 |
| Futures contract, forward contracting, \$ per Cwt. | .00 | .00 | .00 | .00 | .37 |
| Total Marketing Income, \$ per Cwt. | \$.00 | \$.00 | \$.00 | \$.00 | \$.51 |
| Patronage Dividends, \$ per Cwt. | \$.00 | \$.00 | \$.00 | \$.08 | \$.95 |
| Net Price Received From All Sources, \$ per Cwt. | \$ 11.86 | \$ 12.33 | \$ 12.49 | \$ 13.07 | \$ 14.03 |
| PPD - hauling, \$ per Cwt. | 1.81 | 1.91 | 1.95 | 2.00 | 2.24 |
| PPD - hauling + mkt premiums, \$ per Cwt. | 1.92 | 2.02 | 2.15 | 2.31 | 3.01 |

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 each characteristic.

BUSINESS CHARACTERISTICS 70 Large Herd Dairy Farms, 2000

| | | | |
|-------------------------------|--------|--------------------------|--------|
| Type of Farm | Number | Type of Barn | Number |
| Dairy | 70 | Stanchion/Tie-Stall | 0 |
| Type of Ownership | Number | Freestall | 69 |
| Owner | 66 | Combination | 1 |
| Renter | 4 | Milking System | Number |
| Type of Business | Number | Pipeline | 0 |
| Single proprietorship | 19 | Herringbone Conventional | 27 |
| Partnership | 19 | Herringbone Rapid Exit | 13 |
| Limited Liability Corporation | 14 | Parallel | 24 |
| Subchapter S Corporation | 14 | Parabone | 2 |
| Subchapter C Corporation | 4 | Rotary | 1 |
| Other | | Other | 3 |
| Business Record System | Number | Milking Frequency | Number |
| Account Book | 3 | 2x/day | 13 |
| Accounting Service | 5 | 3x/day | 51 |
| On-Farm Computer | 60 | Other | 6 |
| Other | 2 | Production Records | Number |
| BST Usage | Number | Testing Service | 59 |
| <25% | 4 | On-Farm System | 9 |
| 25-75% | 48 | Other | 2 |
| >75% | 7 | None | 0 |
| Stopped Use in 2000 | 3 | | |
| Not Used | 8 | | |

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 2000.

Change in inventory: Increases in inventories of supplies and other purchased inputs are subtracted in computing accrual expenses because they represent 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
70 Large Herd Dairy Farms, 2000

| Expense Item | Cash Paid | - | Change in Inventory or Prepaid Expense | + | Change in Accounts Payable | = | Accrual Expenses |
|----------------------------|--------------|---|---|---|----------------------------------|---|---------------------|
| <u>Hired Labor</u> | \$ 375,301 | | \$ -638 << | | \$ -167 | | \$ 375,772 |
| <u>Feed</u> | | | | | | | |
| Dairy grain & concentrate | 472,752 | | -42,751 | | 12,142 | | 527,646 |
| Dairy roughage | 38,390 | | -46 | | 903 | | 39,339 |
| Nondairy | 5 | | 0 | | 0 | | 5 |
| <u>Machinery</u> | | | | | | | |
| Mach. hire, rent/lease | 54,706 | | -1,681 << | | 2,632 | | 59,019 |
| Mach. rep. & farm veh. exp | 87,340 | | 495 | | 352 | | 87,196 |
| Fuel, oil & grease | 42,542 | | 606 | | 1,091 | | 43,028 |
| <u>Livestock</u> | | | | | | | |
| Replacement livestock | 31,373 | | 0 << | | 896 | | 32,270 |
| Breeding | 22,072 | | -969 | | 526 | | 23,567 |
| Vet & medicine | 75,786 | | -1,463 | | 898 | | 78,147 |
| Milk marketing | 91,800 | | 0 << | | 87 | | 91,886 |
| Bedding | 32,941 | | 196 | | 397 | | 33,142 |
| Milk supplies | 44,090 | | -1,539 | | 647 | | 46,277 |
| Cattle lease/rent | 8,153 | | 223< | | 22 | | 7,952 |
| Custom boarding | 33,977 | | -134<< | | 787 | | 34,898 |
| bST expense | 39,172 | | -1,531 | | 192 | | 40,895 |
| Other livestock expense | 14,637 | | 4 | | 127 | | 14,760 |
| <u>Crops</u> | | | | | | | |
| Fertilizer & lime | 33,122 | | -2,480 | | 86 | | 35,687 |
| Seeds & plants | 17,183 | | -8,753 | | 359 | | 26,296 |
| Spray, other crop exp. | 30,684 | | -1,352 | | -69 | | 31,966 |
| <u>Real Estate</u> | | | | | | | |
| Land/bldg./fence repair | 30,074 | | -80 | | 142 | | 30,296 |
| Taxes | 19,174 | | 72 << | | -3 | | 19,099 |
| Rent & lease | 44,907 | | 980 << | | 335 | | 44,261 |
| <u>Other</u> | | | | | | | |
| Insurance | 17,606 | | 36 << | | -150 | | 17,420 |
| Utilities (farm share) | 38,999 | | 14 << | | 342 | | 39,328 |
| Interest paid | 136,846 | | 158 << | | 520 | | 137,208 |
| Miscellaneous | 25,710 | | -161 | | 364 | | 26,235 |
| Total Operating Expenses | \$ 1,859,344 | | \$ -60,792 | | \$ 23,459 | | \$ 1,943,595 |
| Expansion livestock | \$ 65,396 | | \$ 0 << | | \$ 41 | | \$ 65,438 |
| Machinery depreciation | | | | | | | \$ 91,091 |
| Building depreciation | | | | | | | \$ 74,303 |
| Total Accrual Expenses | | | | | | | \$ 2,174,427 |

Change in prepaid expenses (noted above by <<) is a net change in non-inventory expenses that have been paid in advance of their use. If 2000 funds used to prepay 2001 leases exceed the amount of 2000 leases prepaid in 1999, the amount of this excess is subtracted to exclude it from 2000 accrual lease expenses. The excess prepaid lease is charged against the future year's business operation. A decrease in prepaid lease 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 when calculating accrual expenses because these expenses were incurred (resources used) in 2000 but not paid for. A decrease is subtracted because the resource was used before 2000.

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
70 Large Herd Dairy Farms, 2000

| Receipt Item | Cash Receipts | + | Change in Inventory | + | Change in Accounts Receivable | = | Accrual Receipts |
|---------------------------|------------------|---|------------------------|---|-------------------------------------|---|---------------------|
| Milk sales | \$1,913,585 | | | | \$ 15,011 | | \$ 1,928,596 |
| Dairy cattle | 91,511 | | \$ 74,983 | | -48 | | 166,446 |
| Dairy calves | 25,086 | | | | -102 | | 24,984 |
| Other livestock | 6,898 | | 710 | | 14 | | 7,622 |
| Crops | 9,766 | | 26,418 | | -782 | | 35,401 |
| Government receipts | 62,290 | | 0 ² | | 1,277 | | 63,567 |
| Custom machine work | 3,556 | | | | 545 | | 4,101 |
| Gas tax refund | 522 | | | | 3 | | 525 |
| Other | <u>27,991</u> | | | | -266 | | 27,725 |
| Less nonfarm noncash cap. | | | <u>0 ³</u> | | | | <u>0</u> |
| Total Receipts | \$2,141,205 | | \$ 102,111 | | \$ 15,651 | | \$ 2,258,966 |

² Change in advanced government receipts.

³ 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 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. An annual increase in advanced government receipts is subtracted from cash income because it represents income received in 2000 for the 2001 crop year in excess of funds earned for 2000. Likewise, a decrease is added to cash government receipts because it represents funds earned for 2000 but received in 1999.

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 operators⁴ contribute labor, management, and equity capital to their businesses and the combination of these resources, and the other resources used in the business, determines profitability. 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.

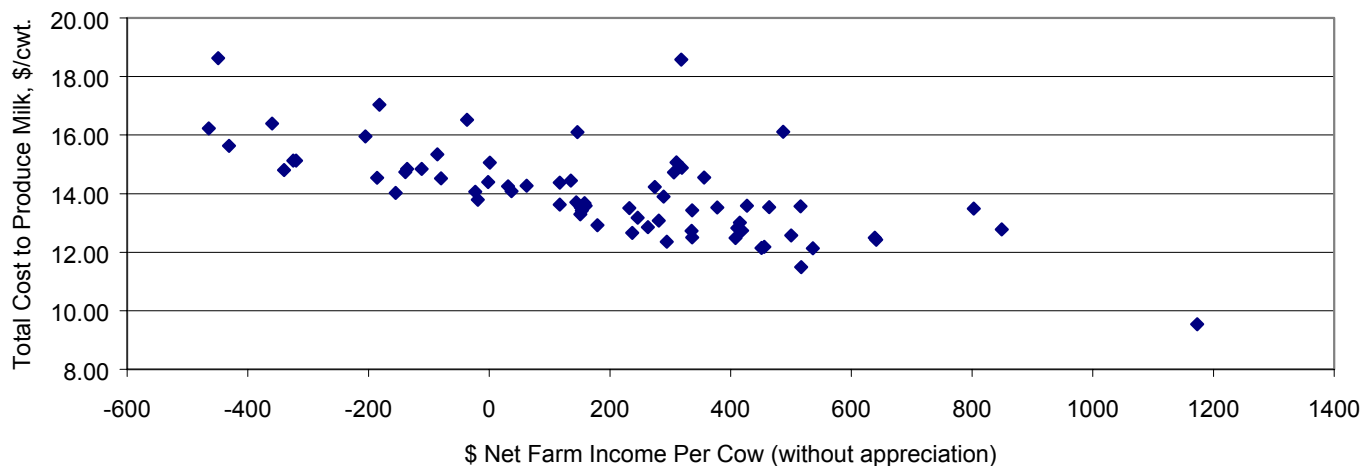
Net farm income is the return to the farm operators and other unpaid family members for their labor, management, and equity capital. It is the farm family's net annual return from working, managing, financing, and owning the farm business. This is not a measure of cash available from the year's business 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 livestock, 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 70 Large Herd Dairy Farms, 2000

| Item | Average 70 Farms | | Average Top 20% ⁵ Farms | |
|-------------------------------------|------------------|---------|------------------------------------|---------|
| | Total | Per Cow | Total | Per Cow |
| Total accrual receipts | \$ 2,258,966 | | \$ 2,040,001 | |
| Appreciation: Livestock | 37,546 | | 30,998 | |
| Machinery | 14,645 | | 13,431 | |
| Real Estate | 39,419 | | 28,333 | |
| Other Stock/Certificates | -7,693 | | -1,940 | |
| Total Including Appreciation | \$ 2,342,883 | | \$ 2,110,823 | |
| Total accrual expenses | 2,174,427 | | 1,749,438 | |
| Net Farm Income (with appreciation) | \$ 168,456 | \$264 | \$ 361,385 | \$ 669 |
| Net Farm Income (w/o appreciation) | \$ 84,539 | \$133 | \$ 290,563 | \$ 538 |

TOTAL COST TO PRODUCE MILK VS. NET FARM INCOME PER COW 70 Large Herd Dairy Farms, 2000



⁴Operators are the individuals who are integrally involved in the operation and management of the farm business. They are not limited to those who own the farm or are formal members of the partnership or corporation.

⁵Top 20% of large herd farms by rate of return on all assets without appreciation.

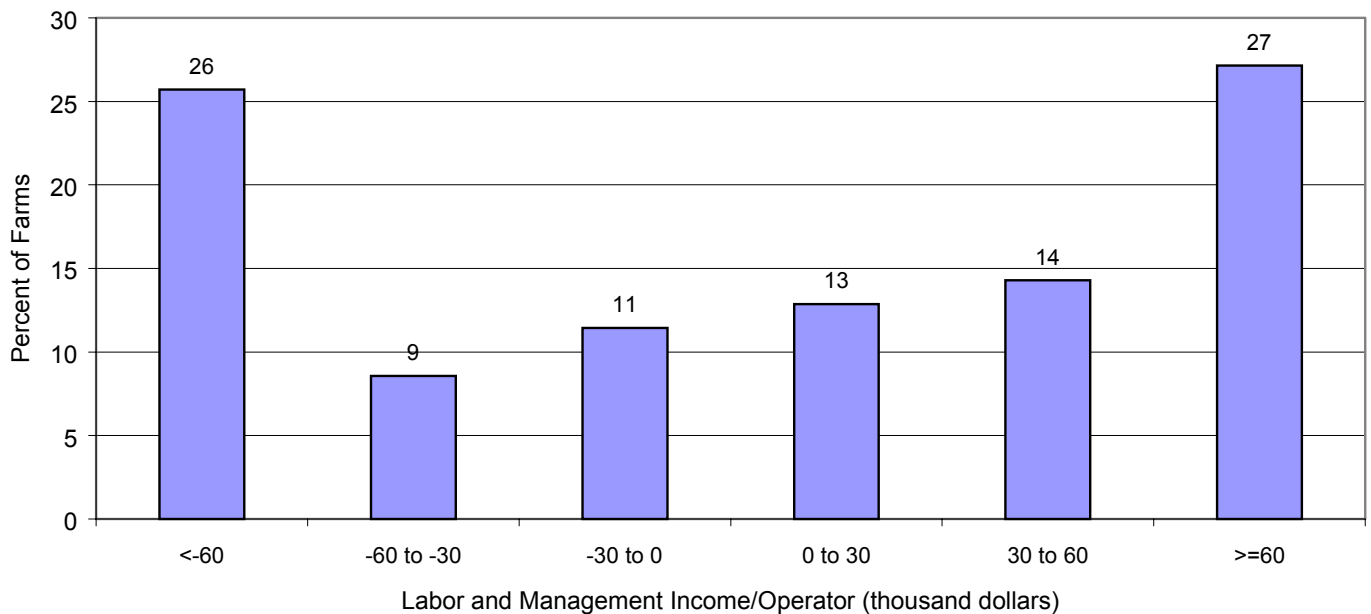
Labor and management income is the return which farm operators receive for their labor and management used in operating the farm business. Appreciation is not included as part of the return to labor and management because it results from ownership of assets rather than management of the farm business. Labor and management income is calculated by deducting a charge for unpaid family labor and the opportunity cost of using equity capital, at a real interest rate of five percent, from net farm income 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
70 Large Herd Dairy Farms, 2000

| Item | Average 70 Farms | Average Top 20% Farms |
|---|------------------|-----------------------|
| Net farm income without appreciation | \$ 84,539 | \$ 290,563 |
| Family labor unpaid @ \$1,900 per month | - 3,230 | - 3,040 |
| Interest on \$2,013,366 (\$1,947,280 for top 20%) average equity capital @ 5% real rate | - 100,668 | - 97,364 |
| Labor & Management Income per Farm (2.16 operators/farm; 1.66 operators for top 20%) | \$ -19,359 | \$ 190,159 |
| Labor & Management Income per Operator/Manager | \$ -8,963 | \$ 114,554 |

Labor and management income per operator averaged \$-8,963 on these 70 farms in 2000. Returns to labor and management were less than \$-30,000 on 35 percent of the farms. Labor and management income per operator ranged from \$-30,000 to \$30,000 on 24 percent of the farms while 41 percent showed labor and management incomes of \$30,000 or more per operator.

DISTRIBUTION OF LABOR & MANAGEMENT INCOME PER OPERATOR
70 Large Herd Dairy Farms, 2000



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
70 Large Herd Dairy Farms, 2000

| Item | Average 70 Farms | Average Top 20% Farms |
|---|---------------------|--------------------------|
| Net farm income with appreciation | \$ 168,456 | \$ 361,385 |
| Family labor unpaid @ \$1,900 per month | - 3,230 | - 3,040 |
| Value of operators' labor & management | - 84,897 | - 65,164 |
| Return on equity capital with appreciation | \$ 80,329 | \$ 293,181 |
| Interest paid | + 137,208 | + 92,372 |
| Return on total capital with appreciation | \$ 217,537 | \$ 385,553 |
| Return on equity capital without appreciation | \$ -3,588 | \$ 222,359 |
| Return on total capital without appreciation | \$ 133,620 | \$ 314,731 |
| Rate of return on average equity capital: | | |
| with appreciation | 4.0% | 15.1 % |
| without appreciation | -0.2% | 11.4 % |
| Rate of return on average total capital: | | |
| with appreciation | 5.6% | 12.3 % |
| without appreciation | 3.5% | 10.0 % |
| Net farm income from operations ratio | 0.04 | 0.14 |

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 2000, leases were discounted by 9.75 percent.

Advanced government receipts are included as current liabilities. Government payments received in 2000 that are for participation in the 1999 program are the end year balance and payments received in 1999 for participation in the 2000 program are the beginning year balance.

Current Portion or principal due in the next year for intermediate and long term debt is included as a current liability.

2000 FARM BUSINESS & NONFARM BALANCE SHEET

70 Large Herd Dairy Farms, 2000

| Farm Assets | Jan. 1 | Dec. 31 | Farm Liabilities & Net Worth | Jan. 1 | Dec. 31 |
|----------------------------------|---------------|---------------|---------------------------------|---------------|---------------|
| <u>Current</u> | | | <u>Current</u> | | |
| Farm cash, checking & savings | \$ 21,454 | \$ 19,115 | Accounts payable | \$ 30,889 | \$ 54,389 |
| Accounts receivable | 122,429 | 138,079 | Operating debt | 181,380 | 179,948 |
| Prepaid expenses | 8,860 | 7,891 | Short Term | 6,473 | 5,734 |
| Feed & supplies | 491,067 | 457,661 | Advanced govt. receipts | 0 | 0 |
| | | | Current Portion: | | |
| | | | Intermediate | 117,905 | 124,676 |
| | | | Long Term | <u>58,968</u> | <u>52,413</u> |
| Total Current | \$ 643,810 | \$ 622,746 | Total Current | \$ 395,615 | \$ 417,160 |
| <u>Intermediate</u> | | | <u>Intermediate</u> | | |
| Dairy cows: | | | Structured debt | | |
| owned | \$ 624,132 | \$ 695,624 | 1-10 years | \$ 615,523 | \$ 721,190 |
| leased | 16,846 | 12,539 | Financial lease | | |
| Heifers | 295,563 | 336,497 | (cattle/machinery) | 62,052 | 46,757 |
| Bulls/other livestock | 6,048 | 6,861 | Farm Credit stock | <u>18,371</u> | <u>13,347</u> |
| Mach./equipment owned | 596,300 | 638,337 | Total Intermediate | \$ 695,946 | \$ 781,294 |
| Mach./equipment leased | 45,206 | 34,218 | | | |
| Farm Credit stock | 18,371 | 13,347 | | | |
| Other stock/certificate | <u>87,204</u> | <u>89,047</u> | | | |
| Total Intermediate | \$1,689,670 | \$1,826,470 | | | |
| <u>Long Term</u> | | | <u>Long Term</u> | | |
| Land/buildings: | | | Structured debt | | |
| owned | \$1,435,499 | \$1,491,975 | >10 years | \$ 668,685 | \$ 724,738 |
| leased | <u>885</u> | <u>1,160</u> | Financial lease | | |
| Total Long Term | \$1,436,384 | \$1,493,135 | (structures) | <u>885</u> | <u>1,160</u> |
| | | | Total Long Term | \$ 669,570 | \$ 725,898 |
| | | | | | |
| Total Farm Assets | \$3,769,864 | \$3,942,351 | Total Farm Liab. | \$1,761,131 | \$1,924,352 |
| | | | FARM NET WORTH | \$2,008,733 | \$2,017,999 |

Nonfarm Assets, Liabilities & Net Worth (Average of 29 farms reporting)

| Assets | Jan. 1 | Dec. 31 | Liabilities & Net Worth | Jan. 1 | Dec. 31 |
|--------------------------------------|--------------|--------------|-------------------------|-----------|------------|
| Personal cash, checking & savings | \$ 2,531 | \$ 4,362 | Nonfarm Liabilities | \$ 5,171 | \$ 5,521 |
| Cash value life insurance | 19,243 | 30,475 | | | |
| Nonfarm real estate | 20,000 | 22,150 | | | |
| Auto (personal share) | 4,793 | 10,448 | | | |
| Stocks & bonds | 21,536 | 22,377 | | | |
| Household furnishings | 8,569 | 18,603 | | | |
| All other nonfarm assets | <u>5,432</u> | <u>7,052</u> | | | |
| Total Nonfarm Assets | \$ 82,104 | \$ 115,467 | NONFARM NET WORTH | \$ 76,933 | \$ 109,946 |

| Farm & Nonfarm Assets, Liabilities, and Net Worth ⁶ | Jan. 1 | Dec. 31 |
|--|------------------|------------------|
| Total Assets | \$ 3,851,968 | \$ 4,057,818 |
| Total Liabilities | <u>1,766,302</u> | <u>1,929,873</u> |
| TOTAL FARM & NONFARM NET WORTH | \$ 2,085,666 | \$ 2,127,945 |

⁶Assumes that average nonfarm assets and liabilities for the nonreporting farms were the same as for those reporting.

The following condensed balance sheet, including deferred taxes, contains average data from only those farmers who elected to provide the additional information required to compute deferred taxes. Deferred taxes represent an estimate of the taxes that would be paid if the farm were sold at year end fair market values on the date of the balance sheet. Accuracy is dependent on the accuracy of the market values and the tax basis data provided. Any tax liability for assets other than livestock, machinery, land, buildings and nonfarm assets is excluded. It is assumed that all gain on purchased livestock and machinery is ordinary gain and that listed market values are net of selling costs. The effects of investment tax credit carryover and recapture, carryover of operating losses, alternative minimum taxes and other than average exemptions and deductions are excluded because they have only minor influence on the taxes of most farms. The dramatic impact of including deferred taxes is clear. Total liabilities were increased 58 percent on these 5 farms by including deferred taxes.

Deferred taxes on these farms totaled an average of \$214,846, roughly one-third of the pretax net worth. Percent equity decreased from 63 percent to 41 percent when deferred taxes are included on these farms. When examining net worth, especially as a source of cash for retirement or other purposes, deferred taxes become an important consideration. Deferred taxes in this calculation specify that all assets were sold during one tax year. Therefore, tax management strategies such as making sales in more than one year or installment sales warrant careful consideration to reduce income tax liabilities.

CONDENSED BALANCE SHEET INCLUDING DEFERRED TAXES

December 31, 2000

5 New York Dairy Farms, 2000

| Assets | | Liabilities & Net Worth | |
|------------------------|-------------------|--------------------------------|----------------|
| | | Current debts & payables | \$ 76,572 |
| | | Current deferred taxes | <u>43,331</u> |
| Total Current Assets | \$ 143,265 | Total Current Liabilities | \$ 119,903 |
| | | Intermediate debts & leases | \$ 215,235 |
| | | Intermediate deferred taxes | <u>120,386</u> |
| Total Inter. Assets | \$ 516,692 | Total Intermediate Liabilities | \$ 335,621 |
| | | Long term debts & leases | \$ 78,304 |
| | | Long term deferred taxes | <u>46,312</u> |
| Total Long Term Assets | <u>\$ 329,731</u> | Total Long Term Liabilities | \$ 124,616 |
| TOTAL FARM ASSETS | \$ 989,687 | TOTAL FARM LIABILITIES | \$ 580,140 |
| | | Farm Net Worth | \$ 409,547 |
| | | Percent Equity (Farm) | 41% |
| | | Nonfarm debts | \$ 0 |
| | | Nonfarm deferred taxes | <u>4,817</u> |
| Total Nonfarm Assets | \$ 95,363 | Total Nonfarm Liabilities | \$ 4,817 |
| TOTAL ASSETS | \$ 1,085,050 | TOTAL LIABILITIES | \$ 584,957 |
| | | Total Net Worth | \$ 500,093 |
| | | Percent Equity (Total) | 46% |

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.

BALANCE SHEET ANALYSIS
70 Large Herd Dairy Farms, 2000

| Item | Average 70 Farms | Average Top 20% Farms | | |
|---|----------------------------|------------------------------------|----------------|------------------------------------|
| <u>Financial Ratios - Farm:</u> | | | | |
| Percent equity | 51% | 62% | | |
| Debt/asset ratio: total | 0.49 | 0.38 | | |
| long-term | 0.49 | 0.38 | | |
| intermediate/current | 0.49 | 0.39 | | |
| Leverage Ratio | 0.95 | 0.62 | | |
| Current Ratio | 1.49 | 2.05 | | |
| Working Capital: \$205,586 | as % of Total Expenses: 9% | \$294,280 17% | | |
| <u>Farm Debt Analysis:</u> | | | | |
| Accounts payable as % of total debt | 3% | 1% | | |
| Long-term liabilities as a % of total debt | 38% | 33% | | |
| Current & intermediate liabilities as a % of total debt | 62% | 67% | | |
| Cost of term debt (weighted average) | 8.1% | 7.3% | | |
| | <u>Average 70 Farms</u> | <u>Average Top 20% Farms</u> | | |
| <u>Farm Debt Levels:</u> | <u>Per Cow</u> | <u>Per Tillable Acre Owned</u> | <u>Per Cow</u> | <u>Per Tillable Acre Owned</u> |
| Total farm debt | \$ 2,907 | \$3,069 | \$ 2,273 | \$ 2,366 |
| Long-term debt | 1,097 | 1,158 | 739 | 769 |
| Long-term & intermediate | 2,277 | 2,404 | 1,769 | 1,841 |
| Intermediate & current debt | 1,810 | 1,911 | 1,534 | 1,597 |

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
70 Large Herd Dairy Farms, 2000

| Item | Average of 70 Farms | |
|-------------------------|-------------------------|----------------------------------|
| | <u>Real Estate</u> | <u>Machinery & Equipment</u> |
| Value beginning of year | \$ 1,435,499 | \$ 596,300 |
| Purchases | \$ 140,667 ⁷ | \$ 125,557 |
| Gift/inheritance | + 0 | + 1,490 |
| Lost capital | - 34,722 | |
| Sales | - 14,587 | - 8,564 |
| Depreciation | - 74,303 | - 91,091 |
| Net investment | = 17,057 | = 27,392 |
| Appreciation | + 39,419 | + 14,645 |
| Value end of year | \$ 1,491,975 | \$ 638,337 |

⁷ \$32,761 land and \$107,906 buildings and/or depreciable improvements.

Statement of Owner Equity

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 you 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).

Retained earnings is an excellent indicator of farm generated financial progress.

STATEMENT OF OWNER EQUITY (RECONCILIATION)
70 Large Herd Dairy Farms, 2000

| Item | Average 70 Farms | | Average Top 20% Farms | |
|---|------------------|---------------|-----------------------|---------------|
| Beginning of year farm net worth | | \$ 2,008,733 | | \$ 1,864,484 |
| Net farm income w/o appreciation | \$ 84,539 | | \$ 290,563 | |
| + Nonfarm cash income | + 5,330 | | + 1,297 | |
| - Personal withdrawals & family expenditures excluding nonfarm borrowings | - 145,561 | | - 162,858 | |
| Retained Earnings | | + -55,692 | | + 129,002 |
| Nonfarm noncash transfers to farm | \$ 1,490 | | \$ 5,357 | |
| + Cash used in business from nonfarm capital | + 16,782 | | + 8,172 | |
| - Note/mortgage from farm real estate sold (nonfarm) | - 428 | | - 0 | |
| Contributed/Withdrawn Capital | = | +\$ 17,844 | + | 13,529 |
| Appreciation | \$ 83,917 | | \$ 70,822 | |
| - Lost capital | - 34,722 | | - 47,367 | |
| Change in Valuation Equity | | +\$ 49,195 | | + 23,455 |
| Imbalance/Error | | - 2,081 | | - 394 |
| End of year farm net worth ⁸ | | =\$ 2,017,999 | | =\$ 2,030,076 |
| Change in net worth w/apprec. | | \$ 9,266 | | \$ 165,592 |
| <hr/> | | | | |
| <u>Change in Net Worth</u> | | | | |
| Without appreciation | | \$ -74,651 | | \$ 94,770 |
| With appreciation | | \$ 9,266 | | \$ 165,592 |

⁸May 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
70 Large Herd Dairy Farms, 2000

| Item | Average 70 Farms | |
|---|------------------|-------------------|
| <u>Cash Flow from Operating Activities</u> | | |
| Cash farm receipts | \$ 2,141,205 | |
| - Cash farm expenses | <u>1,859,344</u> | |
| = Net cash farm income | | \$ 281,861 |
| Personal withdrawals/family expenses including nonfarm debt payments | \$ 145,954 | |
| - Nonfarm income | <u>5,330</u> | |
| - Net cash withdrawals from the farm | | <u>\$ 140,624</u> |
| = Net Provided by Operating Activities | | \$ 141,237 |
| <u>Cash Flow From Investing Activities</u> | | |
| Sale of Assets: Machinery | \$ 8,564 | |
| + real estate | 14,158 | |
| + other stock/cert. | <u>5,282</u> | |
| = Total asset sales | | \$ 28,004 |
| Capital purchases: expansion livestock | \$ 65,396 | |
| + machinery | 125,557 | |
| + real estate | 140,667 | |
| + other stock/cert. | <u>14,818</u> | |
| - Total invested in farm assets | | <u>\$ 346,438</u> |
| = Net Provided by Investment Activities | | \$ -318,434 |
| <u>Cash Flow From Financing Activities</u> | | |
| Money borrowed (inter. & long term) | \$ 356,387 | |
| + Money borrowed (short-term) | 3,829 | |
| + Increase in operating debt | 0 | |
| + Cash from nonfarm cap. used in business | 16,782 | |
| + Money borrowed - nonfarm | <u>393</u> | |
| = Cash inflow from financing | | \$ 377,391 |
| Principal payments (inter. & long-term) | \$ 194,452 | |
| + Principal payments (short-term) | 4,568 | |
| + Decrease in operating debt | <u>1,432</u> | |
| - Cash outflow for financing | | <u>\$ 200,452</u> |
| = Net Provided by Financing Activities | | \$ 176,939 |
| <u>Cash Flow From Business</u> | | |
| Beginning farm cash, checking & savings | | \$ 21,454 |
| - Ending farm cash, checking & savings | | <u>19,115</u> |
| = Net Provided from Reserves | | \$ 2,339 |
| Imbalance (error) | | <u>\$ 2,081</u> |

ANNUAL CASH FLOW STATEMENT
14 Top 20% Large Herd Dairy Farms, 2000

| Item | Average Top 20% Farms | | |
|--|-----------------------|-------------------|-------------|
| <u>Cash Flow from Operating Activities</u> | | | |
| Cash farm receipts | \$ 1,867,448 | | |
| - Cash farm expenses | <u>1,507,830</u> | | |
| = Net cash farm income | | \$ 359,618 | |
| Personal withdrawals/family expenses including nonfarm debt payments | \$ 162,858 | | |
| - Nonfarm income | <u>1,297</u> | | |
| - Net cash withdrawals from the farm | | <u>\$ 161,561</u> | |
| = Net Provided by Operating Activities | | | \$ 198,057 |
| <u>Cash Flow From Investing Activities</u> | | | |
| Sale of Assets: Machinery | \$ 1,661 | | |
| + real estate | 4,994 | | |
| + other stock/cert. | <u>1,690</u> | | |
| = Total asset sales | | \$ 8,345 | |
| Capital purchases: expansion livestock | \$ 64,413 | | |
| + machinery | 132,088 | | |
| + real estate | 166,628 | | |
| + other stock/cert. | <u>8,987</u> | | |
| - Total invested in farm assets | | <u>\$ 372,116</u> | |
| = Net Provided by Investment Activities | | | \$ -363,771 |
| <u>Cash Flow From Financing Activities</u> | | | |
| Money borrowed (inter. & long term) | \$ 329,285 | | |
| + Money borrowed (short-term) | 13,297 | | |
| + Increase in operating debt | 0 | | |
| + Cash from nonfarm cap. used in business | 8,172 | | |
| + Money borrowed - nonfarm | <u>0</u> | | |
| = Cash inflow from financing | | \$ 350,754 | |
| Principal payments (inter. & long-term) | \$ 155,675 | | |
| + Principal payments (short-term) | 2,208 | | |
| + Decrease in operating debt | <u>37,371</u> | | |
| - Cash outflow for financing | | <u>\$ 195,254</u> | |
| = Net Provided by Financing Activities | | | \$ 155,500 |
| <u>Cash Flow From Business</u> | | | |
| Beginning farm cash, checking & savings | | \$ 28,091 | |
| - Ending farm cash, checking & savings | | <u>17,485</u> | |
| = Net Provided from Reserves | | | \$ 10,606 |
| <u>Imbalance (error)</u> | | | \$ 392 |

Repayment Analysis

A valuable use of 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 2001. The cash flow projection worksheet on the next page can be used to estimate repayment ability, which can then be compared to planned 2001 debt payments shown below.

FARM DEBT PAYMENTS PLANNED

Large Herd Dairy Farms, 1999 & 2000

| Debt Payments | Same 66 Dairy Farms | | | Same 14 Top 20% Farms | | |
|-------------------------------------|---------------------|------------|-----------------|-----------------------|------------|-----------------|
| | 2000 Payments | | Planned 2001 | 2000 Payments | | Planned 2001 |
| | Planned | Made | | Planned | Made | |
| Long-term | \$ 108,950 | \$ 136,733 | \$ 108,530 | \$ 45,680 | \$ 78,179 | \$ 58,156 |
| Intermediate-term | 178,794 | 165,828 | 187,575 | 167,099 | 164,538 | 172,312 |
| Short-term | 4,568 | 4,874 | 4,162 | 2,100 | 2,320 | 14,511 |
| Operating (net reduction) | 19,960 | 1,692 | 8,471 | 22,500 | 37,371 | 10,812 |
| Accounts payable (net reduction) | <u>1,921</u> | <u>0</u> | <u>4,034</u> | <u>1,429</u> | <u>0</u> | <u>0</u> |
| Total | \$ 314,193 | \$ 309,127 | \$ 312,772 | \$ 238,808 | \$ 282,408 | \$ 255,791 |
| Per cow | \$ 500 | \$ 491 | | \$ 442 | \$ 523 | |
| Per cwt. 2000 milk | \$ 2.19 | \$ 2.15 | | \$ 1.88 | \$ 2.22 | |
| Percent of total 2000 receipts | 14% | 14% | | 12% | 14% | |
| Percent of 2000 milk receipts | 16% | 16% | | 14% | 17% | |

The cash flow coverage ratio and debt coverage ratio measure the ability of the farm business to meet its planned debt payments schedule. The ratios show the percentage of payments planned for 2000 (as of December 31, 1999) that could have been made with the amount available for debt service in 2000. Farmers who did not participate in DFBS in 1999 have their 2000 cash flow coverage ratio based on planned debt payments for 2001.

COVERAGE RATIOS

Same 66 Large Herd Dairy Farms, 1999 & 2000

| Item | Average | Item | Average |
|---|----------------|---|----------------|
| <u>Cash Flow Coverage Ratio</u> | | <u>Debt Coverage Ratio</u> | |
| Cash farm receipts | \$2,126,956 | Net farm income (w/o apprec.) | \$ 93,452 |
| - Cash farm expenses | 1,839,048 | + Depreciation | 155,826 |
| + Interest paid (cash) | 132,825 | + Interest paid (accrual) | 133,209 |
| - Net personal withdrawals from farm ⁹ | <u>142,920</u> | - Net personal withdrawals from farm ⁹ | <u>142,920</u> |
| (A) = Amount Available for Debt Service | \$ 277,813 | (A') = Repayment Capacity | \$239,567 |
| (B) = Debt Payments Planned for 2000 (as of December 31, 1999) | \$ 314,193 | (B) = Debt Payments Planned for 2000 (as of December 31, 1999) | \$314,193 |
| (A/B)= Cash Flow Coverage Ratio for 2000 | 0.88 | (A'/B)= Debt Coverage Ratio for 2000 | 0.76 |

Same 14 Top 20% Dairy Farms, 1999 & 2000

| | | | |
|---|------------|--------------------------------------|-----------|
| (A) = Amount Available for Debt Service | \$ 290,429 | (A') = Repayment Capacity | \$353,292 |
| (B) = Debt Payments Planned for 2000 | 238,808 | (B) = Debt Payments Planned for 2000 | 238,808 |
| (A/B)= Cash Flow Coverage Ratio for 2000 | 1.22 | (A'/B)= Debt Coverage Ratio for 2000 | 1.48 |

⁹Personal withdrawals and family expenditures less nonfarm income and nonfarm money borrowed. If family withdrawals are excluded, or inaccurately included, the cash flow coverage ratio will be incorrect.

ANNUAL CASH FLOW WORKSHEET
70 Large Herd Dairy Farms, 2000

| Item | Average 70 Farms | | Total |
|--|------------------|----------|--------------|
| | Per Cow | Per Cwt. | |
| Number cows and cwt. milk | 638 | 144,279 | |
| <u>Accrual Operating Receipts</u> | | | |
| Milk | \$ 3,023 | \$ 13.37 | \$ 1,928,596 |
| Dairy cattle | 261 | 1.15 | 166,446 |
| Dairy calves | 39 | 0.17 | 24,984 |
| Other livestock | 12 | 0.05 | 7,622 |
| Crops | 55 | 0.25 | 35,401 |
| Misc. receipts | 150 | 0.66 | 95,918 |
| Total | \$ 3,541 | \$ 15.66 | \$ 2,258,966 |
| <u>Accrual Operating Expenses</u> | | | |
| Hired labor | \$ 589 | \$ 2.60 | \$ 375,772 |
| Dairy grain & concentrate | 827 | 3.66 | 527,646 |
| Dairy roughage | 62 | 0.27 | 39,339 |
| Nondairy feed | 0 | 0.00 | 5 |
| Mach. hire/rent/lease | 93 | 0.41 | 59,019 |
| Mach. repair & farm vehicle expense | 137 | 0.60 | 87,196 |
| Fuel, oil & grease | 67 | 0.30 | 43,028 |
| Replacement livestock | 51 | 0.22 | 32,270 |
| Breeding | 37 | 0.16 | 23,567 |
| Vet & medicine | 122 | 0.54 | 78,147 |
| Milk marketing | 144 | 0.64 | 91,886 |
| Bedding | 52 | 0.23 | 33,142 |
| Milking supplies | 73 | 0.32 | 46,277 |
| Cattle lease | 12 | 0.06 | 7,952 |
| Custom boarding | 55 | 0.24 | 34,898 |
| bST expense | 64 | 0.28 | 40,895 |
| Other livestock expense | 23 | 0.10 | 14,760 |
| Fertilizer & lime | 56 | 0.25 | 35,687 |
| Seeds & plants | 41 | 0.18 | 26,296 |
| Spray/other crop expenses | 50 | 0.22 | 31,966 |
| Land, building, fence repair | 47 | 0.21 | 30,296 |
| Taxes | 30 | 0.13 | 19,099 |
| Real estate rent/lease | 69 | 0.31 | 44,261 |
| Insurance | 27 | 0.12 | 17,420 |
| Utilities | 62 | 0.27 | 39,328 |
| Miscellaneous | 41 | 0.18 | 26,235 |
| Total Less Interest Paid | \$ 2,831 | \$ 12.52 | \$ 1,806,387 |
| <u>Net Accrual Operating Income</u> | | | |
| (without interest paid) | \$ 709 | \$ 3.14 | \$ 452,579 |
| - Change in livestock/crop inventory ¹⁰ | 160 | 0.71 | 102,111 |
| - Change in accounts receivable | 25 | 0.11 | 15,651 |
| - Change in feed/supply inventory ¹¹ | -95 | -0.42 | -60,792 |
| + Change in accounts payable ¹² | 36 | 0.16 | 22,939 |
| NET CASH FLOW | \$ 656 | \$ 2.90 | \$ 418,707 |
| - Net personal withdrawals from farm (see footnote on p. 23) | \$ 220 | \$ 0.97 | \$ 140,231 |
| Available for Farm Debt Payments & Investments | \$ 436 | \$ 1.93 | \$ 278,476 |
| - Farm debt payments | 519 | 2.30 | 331,177 |
| Available for Farm Investment | \$ -83 | \$ -0.37 | \$ -52,701 |
| - Capital purchases: cattle, machinery & improvements | \$ 543 | \$ 2.40 | \$ 346,438 |

¹⁰Includes change in advance government receipts.

¹¹Includes change in prepaid expenses.

¹²Excludes change in interest account payable.

ANNUAL CASH FLOW WORKSHEET
14 Top 20% Large Herd Dairy Farms, 2000

| Item | Average Top 20% Farms | | |
|---|-----------------------|----------|--------------|
| | Per Cow | Per Cwt. | Total |
| No. cows or cwt. milk | 540 | 127,218 | |
| <u>Accrual Operating Receipts</u> | | | |
| Milk | \$ 3,144 | \$ 13.35 | \$ 1,697,737 |
| Dairy cattle | 316 | 1.34 | 170,693 |
| Dairy calves | 39 | 0.17 | 21,150 |
| Other livestock | 33 | 0.14 | 17,588 |
| Crops | 107 | 0.46 | 57,935 |
| Misc. receipts | 139 | 0.59 | 74,899 |
| Total | \$ 3,778 | \$ 16.04 | \$ 2,040,001 |
| <u>Accrual Operating Expenses</u> | | | |
| Hired labor | \$ 576 | \$ 2.44 | \$ 310,831 |
| Dairy grain & concentrate | 835 | 3.54 | 450,739 |
| Dairy roughage | 46 | 0.20 | 24,850 |
| Nondairy feed | 0 | 0.00 | 0 |
| Mach. hire/rent/lease | 63 | 0.27 | 33,987 |
| Mach. repair & farm vehicle expense | 137 | 0.58 | 73,995 |
| Fuel, oil & grease | 64 | 0.27 | 34,469 |
| Replacement livestock | 42 | 0.18 | 22,933 |
| Breeding | 41 | 0.17 | 22,152 |
| Vet & medicine | 115 | 0.49 | 62,106 |
| Milk marketing | 126 | 0.53 | 67,945 |
| Bedding | 37 | 0.16 | 19,899 |
| Milking supplies | 58 | 0.25 | 31,233 |
| Cattle lease | 2 | 0.01 | 1,300 |
| Custom boarding | 37 | 0.16 | 20,063 |
| bST expense | 73 | 0.31 | 39,303 |
| Other livestock expense | 40 | 0.17 | 21,611 |
| Fertilizer & lime | 61 | 0.26 | 33,158 |
| Seeds & plants | 42 | 0.18 | 22,910 |
| Spray/other crop expenses | 39 | 0.17 | 21,172 |
| Land, building, fence repair | 48 | 0.20 | 25,703 |
| Taxes | 20 | 0.09 | 10,863 |
| Real estate rent/lease | 86 | 0.36 | 46,412 |
| Insurance | 26 | 0.11 | 14,230 |
| Utilities | 48 | 0.20 | 25,986 |
| Miscellaneous | 42 | 0.18 | 22,885 |
| Total Less Interest Paid | \$ 2,705 | \$ 11.48 | \$ 1,460,735 |
| <u>Net Accrual Operating Income</u> | | | |
| (without interest paid) | \$ 1,073 | \$ 4.55 | \$ 579,266 |
| - Change in livestock/crop inventory ¹³ | 255 | 1.08 | 137,873 |
| - Change in accounts receivable | 64 | 0.27 | 34,680 |
| - Change in feed/supply inventory ¹⁴ | -76 | -0.32 | -41,010 |
| + Change in accounts payable ¹⁵ | 8 | 0.03 | 4,266 |
| NET CASH FLOW | \$ 837 | \$ 3.55 | \$ 451,990 |
| - Net personal withdrawals from farm(see footnote p.23) | \$ 299 | \$ 1.27 | \$ 161,561 |
| Available for Farm Debt Payments & Investments | \$ 538 | \$ 2.28 | \$ 290,429 |
| - Farm debt payments | 523 | 2.22 | 282,408 |
| Available for Farm Investment | \$ 15 | \$ 0.06 | \$ 8,021 |
| - Capital purchases: cattle, machinery & improvements | \$ 689 | \$ 2.93 | \$ 372,116 |

¹³Includes change in advance government receipts.

¹⁴Includes change in prepaid expenses.

¹⁵Excludes 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 productivity and profitability. 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

70 Large Herd Dairy Farms, 2000

| Item | Average 70 Farms | | | Average Top 20% Farms | | |
|----------------------|------------------|---------------------------|------------------|-----------------------|--------------|------------------|
| | Owned | Rented | Total | Owned | Rented | Total |
| Land | | | | | | |
| Tillable | 627 | 587 | 1,214 | 535 | 599 | 1,134 |
| Nontillable | 38 | 14 | 52 | 23 | 52 | 75 |
| Other nontillable | 171 | 8 | 178 | 200 | 8 | 208 |
| Total | 835 | 609 | 1,444 | 758 | 659 | 1,417 |
| Crop Yields | Farms | Acres¹⁶ | Prod/Acre | Farms | Acres | Prod/Acre |
| Hay crop | 67 | 566 | 3.83 tn DM | 14 | 547 | 4.00 tn DM |
| Corn silage | 65 | 549 | 15.96 tn | 14 | 457 | 16.01 tn |
| Other forage | 4 | 149 | 3.11 tn DM | 0 | 0 | 0.00 tn DM |
| Total forage | 67 | 1,108 | 4.51 tn DM | 14 | 1,005 | 4.45 tn DM |
| Corn grain | 17 | 152 | 107 bu | 4 | 84 | 108 bu |
| Oats | 4 | 60 | 42 bu | 1 | 15 | 40bu |
| Wheat | 10 | 101 | 51 bu | 2 | 128 | 33bu |
| Other crops | 19 | 130 | | 6 | 105 | |
| Tillable pasture | 7 | 150 | | 1 | 40 | |
| Idle | 29 | 116 | | 7 | 77 | |
| Total Tillable Acres | 70 | 1,214 | | 14 | 1,134 | |

¹⁶This column represents the average acreage for the farms producing that crop. Average acreages including those farms not producing were corn grain 37, oats 3, wheat 14, tillable pasture 15 and idle 48.

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

70 Large Herd Dairy Farms, 2000

| Item | Average 70 Farms | Average Top 20% Farms |
|---|------------------|-----------------------|
| Total tillable acres per cow | 1.90 | 2.10 |
| Total forage acres per cow | 1.66 | 1.86 |
| Harvested forage dry matter, tons per cow | 7.49 | 8.29 |

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. Rotational grazing was used on one farm.

CROP RELATED ACCRUAL EXPENSES

Large Herd Dairy Farms Reporting, 2000

| Item | Total | All | Corn Silage | Corn Grain | Hay Crop | |
|------------------------|-------------------|------------------|---------------|--------------------|--------------|---------------|
| | Per Till. Acre | Corn Per Acre | Per Ton DM | Per Dry Sh. Bu. | Per Acre | Per Ton DM |
| No. of farms reporting | 70 | 7 | | | 7 | |
| Ave. number of acres | 1,214 | 456 | | | 479 | |
| Fertilizer/lime | \$ 29.40 | \$ 32.74 | \$ 5.97 | \$ 0.31 | \$ 21.12 | \$ 4.88 |
| Seed/plants | 21.66 | 38.33 | 6.99 | 0.36 | 8.74 | 2.02 |
| Spray/other crop exp. | <u>26.33</u> | <u>42.49</u> | <u>7.75</u> | <u>0.40</u> | <u>12.30</u> | <u>2.84</u> |
| TOTAL | \$ 77.39 | \$ 113.56 | \$ 20.71 | \$ 1.07 | \$ 42.16 | \$ 9.74 |

Average Top 20% Farms:

| | |
|------------------------|--------------|
| No. of farms reporting | 14 |
| Ave. number of acres | 1,134 |
| Fertilizer/lime | \$ 29.24 |
| Seeds/plants | 20.20 |
| Spray/other crop exp. | <u>18.67</u> |
| TOTAL | \$ 68.11 |

Most machinery costs are associated with crop production 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

70 Large Herd Dairy Farms, 2000

| Machinery Expense Item | Average 70 Farms | | Average Top 20% Farms | |
|--------------------------------|-------------------|-------------------|-----------------------|-------------------|
| | Total Expenses | Per Till. Acre | Total Expenses | Per Till. Acre |
| Fuel, oil & grease | \$ 43,028 | \$ 35.44 | \$ 34,469 | \$ 30.40 |
| Mach. repairs & farm veh. exp. | 87,196 | 71.83 | 73,995 | 65.25 |
| Machine hire, rent & lease | 59,019 | 48.62 | 33,987 | 29.97 |
| Interest (5%) | 32,852 | 27.06 | 29,224 | 25.77 |
| Depreciation | <u>91,091</u> | <u>75.03</u> | <u>85,963</u> | <u>75.81</u> |
| Total | \$ 313,186 | \$ 257.98 | \$ 257,638 | \$ 227.19 |

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 9 and 10.

DAIRY HERD INVENTORY
70 Large Herd Dairy Farms, 2000

| Item | Dairy Cows | | Bred | | Heifers | | Calves | |
|-------------------------------|------------|---------------|----------------------|--------------|---------|--------------|--------|--------------|
| | No. | Value | No. | Value | No. | Value | No. | Value |
| <u>Average 70 Farms:</u> | | | | | | | | |
| Beginning year (owned) | 593 | \$ 624,132 | 179 | \$ 168,605 | 151 | \$ 88,722 | 124 | \$ 38,236 |
| + Change w/o apprec. | | 53,480 | | 12,336 | | 2,488 | | 6,680 |
| + Appreciation | | <u>18,012</u> | | <u>9,371</u> | | <u>6,088</u> | | <u>3,971</u> |
| End year (owned) | 643 | \$ 695,624 | 190 | \$ 190,312 | 156 | \$ 97,298 | 142 | \$ 48,887 |
| End including leased | 662 | | | | | | | |
| Average number | 638 | | 485 (all age groups) | | | | | |
| <u>Average Top 20% Farms:</u> | | | | | | | | |
| Beginning year (owned) | 498 | \$ 540,279 | 150 | \$ 151,917 | 109 | \$ 67,933 | 114 | \$ 38,144 |
| + Change w/o apprec. | | 61,710 | | 16,346 | | 10,077 | | 4,838 |
| + Appreciation | | <u>15,818</u> | | <u>8,207</u> | | <u>4,585</u> | | <u>2,316</u> |
| End of year (owned) | 551 | \$ 617,807 | 165 | \$ 176,470 | 126 | \$ 82,595 | 127 | \$ 45,298 |
| End including leased | 557 | | | | | | | |
| Average number | 540 | | 400 (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
70 Large Herd Dairy Farms, 2000

| Item | Average 70 Farms | Average Top 20% Farms |
|--|------------------|-----------------------|
| Total milk sold, lbs. | 14,427,925 | 12,721,762 |
| Milk sold per cow, lbs. | 22,622 | 23,540 |
| Average milk plant test, percent butterfat | 3.65 % | 3.65 % |

ANIMALS LEAVING THE HERD
70 Large Herd Dairy Farms, 2000

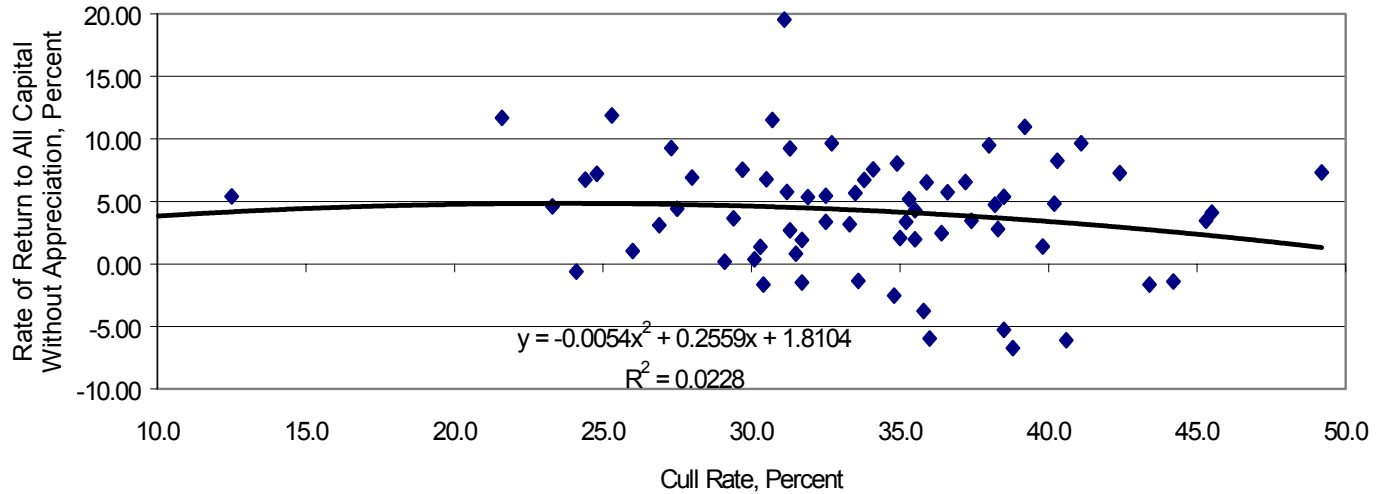
| | Average 70 Farms | | Average Top 20% Farms | |
|----------------------------|------------------|-----------------------|-----------------------|-----------------------|
| | Number | Percent ¹⁷ | Number | Percent ¹⁷ |
| Cows sold for beef | 184 | 28.83 | 157 | 29.1 |
| Cows sold for dairy | 5 | 0.8 | 0 | 0.0 |
| Cows died | 33 | 5.2 | 25 | 4.6 |
| Culling rate ¹⁸ | --- | 34.0 | --- | 33.7 |

¹⁷Percent of average number of cows in the herd.

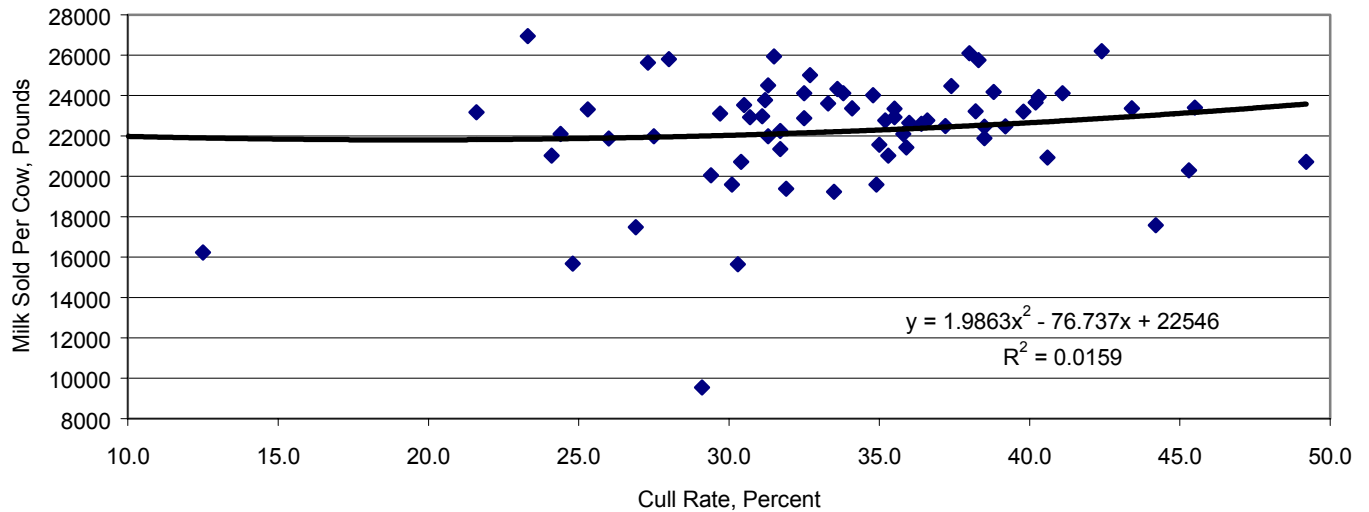
¹⁸Cows sold for beef plus cows died.

Cull rate measures the turnover of cows within the dairy herd and is comprised of both animals that die on the farm and animals that are sold as beef. Cull rates are impacted by the herd management skills of the farm owners and where the business is in terms of growth cycles and cow life cycles. The following two charts look at the relationship between percent cull rates and milk production and profit levels. While there is no significant relationship between cull rate and these two measures, it is interesting to note that out of the top 10 farms that averaged over 9% return to all capital without appreciation, 7 of them averaged less than a 35% cull rate.

RETURN TO ALL CAPITAL WITHOUT APPRECIATION VERSUS CULL RATE
70 Large Herd Dairy Farms, 2000



MILK SOLD PER COW VERSUS CULL RATE
70 Large Herd Dairy Farms, 2000



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. Purchased inputs cost of producing milk are the operating costs plus depreciation. 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.

ACCRUAL RECEIPTS FROM DAIRY AND COST OF PRODUCING MILK
70 Large Herd Dairy Farms, 2000

| Item | Average 70 Farms | | | Average Top 20% Farms | | |
|--|------------------|----------|----------|-----------------------|----------|----------|
| | Total | Per Cow | Per Cwt. | Total | Per Cow | Per Cwt. |
| <u>Accrual Costs of Producing Milk</u> | | | | | | |
| Operating costs | \$ 1,678,663 | \$ 2,631 | \$11.63 | \$ 1,275,256 | \$ 2,362 | \$ 10.02 |
| Purchased inputs costs | \$ 1,844,057 | \$ 2,890 | \$12.78 | \$ 1,407,174 | \$ 2,606 | \$ 11.06 |
| Total Costs | \$ 2,032,852 | \$ 3,186 | \$14.09 | \$ 1,572,742 | \$ 2,912 | \$ 12.36 |
| <u>Accrual Receipts From Milk</u> | | | | | | |
| Net Milk Receipts | \$ 1,928,596 | \$ 3,023 | \$13.37 | \$ 1,697,737 | \$ 3,144 | \$ 13.35 |
| Net Farm Income | \$ 1,836,710 | \$ 2,879 | \$12.73 | \$ 1,629,792 | \$ 3,018 | \$ 12.81 |
| Net Farm Income w/o appreciation | \$ 84,539 | \$ 133 | \$0.59 | \$ 290,563 | \$ 538 | \$ 2.28 |
| Net Farm Income with appreciation | \$ 168,456 | \$ 264 | \$1.17 | \$ 361,385 | \$ 669 | \$ 2.84 |

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

70 Large Herd Dairy Farms, 2000

| Item | Average 70 Farms | | Average Top 20% Farms | |
|--|------------------|----------|-----------------------|----------|
| | Per Cow | Per Cwt. | Per Cow | Per Cwt. |
| Purchased dairy grain & concentrate | \$ 827 | \$3.66 | \$ 835 | \$ 3.54 |
| Purchased dairy roughage | 62 | 0.27 | 46 | 0.20 |
| Total Purchased Dairy Feed | \$ 889 | \$3.93 | \$ 881 | \$ 3.74 |
| Purchased grain & concentrate as % of milk receipts | | 27% | | 27 % |
| Purchased feed & crop expense | \$ 1,036 | \$4.58 | \$ 1,024 | \$ 4.35 |
| Purchased feed & crop expense as % of milk receipts | | 34% | | 33 % |
| Breeding | \$ 37 | \$0.16 | \$ 41 | \$ 0.17 |
| Veterinary & medicine | 122 | 0.54 | 115 | 0.49 |
| Milk marketing | 144 | 0.64 | 126 | 0.53 |
| Bedding | 52 | 0.23 | 37 | 0.16 |
| Milking supplies | 73 | 0.32 | 58 | 0.25 |
| Cattle lease | 12 | 0.06 | 2 | 0.01 |
| Custom boarding | 55 | 0.24 | 37 | 0.16 |
| bST expense | 64 | 0.28 | 73 | 0.31 |
| Other livestock expenses | 23 | 0.10 | 40 | 0.17 |

Cost of Producing Milk

The cost of producing milk has been compiled below using the whole farm method. The following steps are used in the calculations.

1. The cost of expansion livestock is added to total accrual operating expenses to offset any related inventory increase included in accrual receipts.
2. Accrual milk sales are deducted from total accrual receipts to get total accrual nonmilk receipts which are used to represent total nonmilk operating costs.
3. Total accrual nonmilk receipts are subtracted from total accrual operating expenses including expansion livestock to calculate the operating costs of producing milk.
4. Machinery depreciation and building depreciation are added to operating costs to determine the purchased inputs cost of producing milk.
5. The opportunity costs of equity capital, operator's labor and operator's management and the value of unpaid family labor are added to all other costs to obtain the total costs of producing milk. This cost includes all the operating, depreciation, and imputed costs of producing milk.

COST OF PRODUCING MILK WHOLE FARM METHOD CALCULATIONS

| Item | 70 Large Herd Dairy Farms, 2000 | | Average Top 20% Farms | |
|---|---------------------------------|------------------|-----------------------|------------------|
| | Average 70 Farms | | Average Top 20% Farms | |
| Total Accrual Operating Expenses | \$ | 1,943,595 | \$ | 1,553,107 |
| Expansion Livestock, Accrual | + | <u>65,438</u> | + | <u>64,413</u> |
| 1. Total Accrual Operating Expenses, Including Expansion Livestock | | \$ 2,009,033 | | \$ 1,617,520 |
| Total Accrual Receipts | \$ | 2,258,966 | \$ | 2,040,001 |
| Milk Sales, Accrual | - | <u>1,928,596</u> | - | <u>1,697,737</u> |
| 2. Total Accrual Nonmilk Receipts | | - 330,370 | | - 342,264 |
| 3. Operating Costs of Producing Milk | | \$ 1,678,663 | | \$ 1,275,256 |
| Cwt. of Milk Sold | ÷ | 144,279.3 | ÷ | 127,217.6 |
| Operating Costs/Cwt. | = | \$11.63 | = | \$10.02 |
| Machinery Depreciation | + | 91,091 | + | 85,963 |
| Building Depreciation | + | <u>74,303</u> | + | <u>45,955</u> |
| 4. Purchased Inputs Cost of Producing Milk | | \$ 1,844,057 | | \$ 1,407,174 |
| Cwt. of Milk Sold | ÷ | 144,279.3 | ÷ | 127,217.6 |
| Purchased Inputs Cost/Cwt. | = | \$12.78 | = | \$11.06 |
| Family Labor Unpaid (\$1,800/month) | | + 3,230 | | + 3,040 |
| Real Interest on Equity Cap. | + | 100,668 | + | 97,364 |
| Value of Operators' Labor & Management | + | <u>84,897</u> | + | <u>65,164</u> |
| 5. Total Costs of Producing Milk | | \$ 2,032,852 | | \$ 1,572,742 |
| Cwt. Milk Sold | ÷ | 144,279.3 | ÷ | 127,217.6 |
| Total Costs/Cwt. | = | \$14.09 | = | \$12.36 |

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
70 Large Herd Dairy Farms, 2000

| Item | Per Worker | Per Cow | Per Tillable Acre | Per Tillable Acre Owned |
|-------------------------------|-------------------|------------------|----------------------|-------------------------|
| <u>Average 70 Farms:</u> | | | | |
| Farm capital | \$ 281,879 | \$ 6,044 | \$ 3,176 | \$ 6,150 |
| Real estate | | 2,296 | | 2,336 |
| Machinery & equipment | 48,029 | 1,030 | 541 | |
| <u>Ratios</u> | | | | |
| Asset turnover ratio | Operating Expense | Interest Expense | Depreciation Expense | |
| 0.61 | 0.83 | 0.06 | 0.07 | |
| <u>Average Top 20% Farms:</u> | | | | |
| Farm capital | \$ 269,242 | \$ 5,819 | \$ 2,771 | \$ 5,873 |
| Real estate | | 1,913 | | 1,931 |
| Machinery & equipment | 50,084 | 1,082 | 515 | |
| <u>Ratios</u> | | | | |
| Asset turnover ratio | Operating Expense | Interest Expense | Depreciation Expense | |
| 0.67 | 0.75 | 0.05 | 0.06 | |

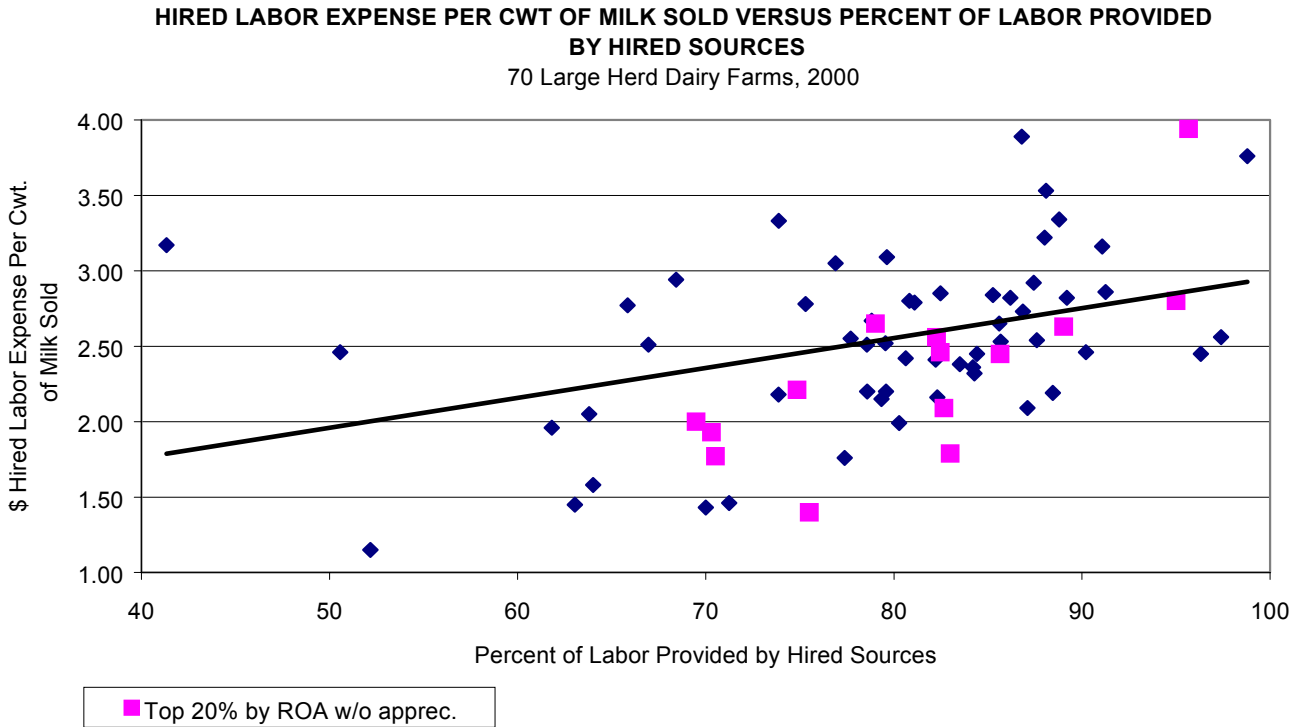
LABOR FORCE INVENTORY AND ANALYSIS

70 Large Herd Dairy Farms, 2000

| Labor Force | Months | Age | Years of Education | Value of Labor & Mgmt. | | |
|---|------------------|--|-----------------------|------------------------|------------|-------------|
| Operator number 1 | 13.7 | 45 | 14 | \$ 45,442 | | |
| Operator number 2 | 8.4 | 41 | 14 | 25,224 | | |
| Operator number 3 | 3.5 | 36 | 13 | 10,830 | | |
| Operator number 4 | 0.9 | 36 | 14 | 3,350 | | |
| Family paid | 4.8 | | | | | |
| Family unpaid | 1.7 | | | | | |
| Hired | <u>131.2</u> | | | | | |
| Total | 164.1 | / 12 = 13.68 Worker Equivalent 2.16 Operator/Manager Equivalent | | | | |
| <u>Average Top 20% Farms:</u> | | | | | | |
| Total | 140.0 | / 12 = 11.67 Worker Equivalent 1.66 Operator/Manager Equivalent | | | | |
| Labor Efficiency | Average 70 Farms | | Average Top 20% Farms | | | |
| | Total | Per Worker | Total | Per Worker | | |
| Cows, average number | 638 | 47 | 540 | 46 | | |
| Milk sold, pounds | 14,427,925 | 1,054,673 | 12,721,762 | 1,090,125 | | |
| Tillable acres | 1,214 | 89 | 1,134 | 97 | | |
| Work units | 6,240 | 456 | 5,339 | 457 | | |
| Labor Costs | Average 70 Farms | | | Average Top 20% Farms | | |
| | Total | Per Cow | Per Cwt. | Total | Per Cow | Per Cwt. |
| Value of operator(s) labor (\$1,900/mo.) | \$ 50,350 | \$ 79 | \$0.35 | \$ 41,990 | \$ 78 | \$ 0.33 |
| Family unpaid (\$1,900/mo.) | 3,230 | 5 | 0.02 | 3,040 | 6 | 0.02 |
| Hired | <u>375,772</u> | <u>589</u> | <u>2.60</u> | <u>310,831</u> | <u>576</u> | <u>2.44</u> |
| Total Labor | \$ 429,352 | \$ 673 | \$2.98 | \$ 355,861 | \$ 659 | \$ 2.80 |
| Machinery Cost | <u>313,186</u> | <u>491</u> | <u>2.17</u> | <u>257,638</u> | <u>477</u> | <u>2.03</u> |
| Total Labor & Mach. | \$ 742,538 | \$ 1,164 | \$5.15 | \$ 613,499 | \$ 1,136 | \$ 4.82 |
| Hired labor expense per hired worker equiv. | \$ 33,156 | | \$ 32,044 | | | |
| Hired labor expense as % of milk sales | 19.5% | | 18.3% | | | |

Labor Cost Evaluation

Labor costs have been the first or second largest expense on large dairy farms in New York the last three years. A key factor to track on these farms is hired labor expense per cwt. milk sold. The chart below shows the relationship between hired labor expenses per cwt. and percent of labor provided by hired labor services and can be used to see how your farms' expense compares to other farms. To calculate percent of labor provided by hired sources use the worksheet below.



Worksheet for Determining Percent of Labor From Hired Sources

Divide total hired and family paid months of labor by the total months of labor provided from all sources. These values can be found on page 11 of your farm's Dairy Farm Business Summary report.

| | | | |
|-------------------------------------|---------|--|---|
| Months of hired labor | | | |
| Months of family paid labor | + | | |
| Total hired labor | = | | |
| Total Labor Months | ÷ | | |
| Percent of labor from hired sources | x 100 = | | |
| | | | % |

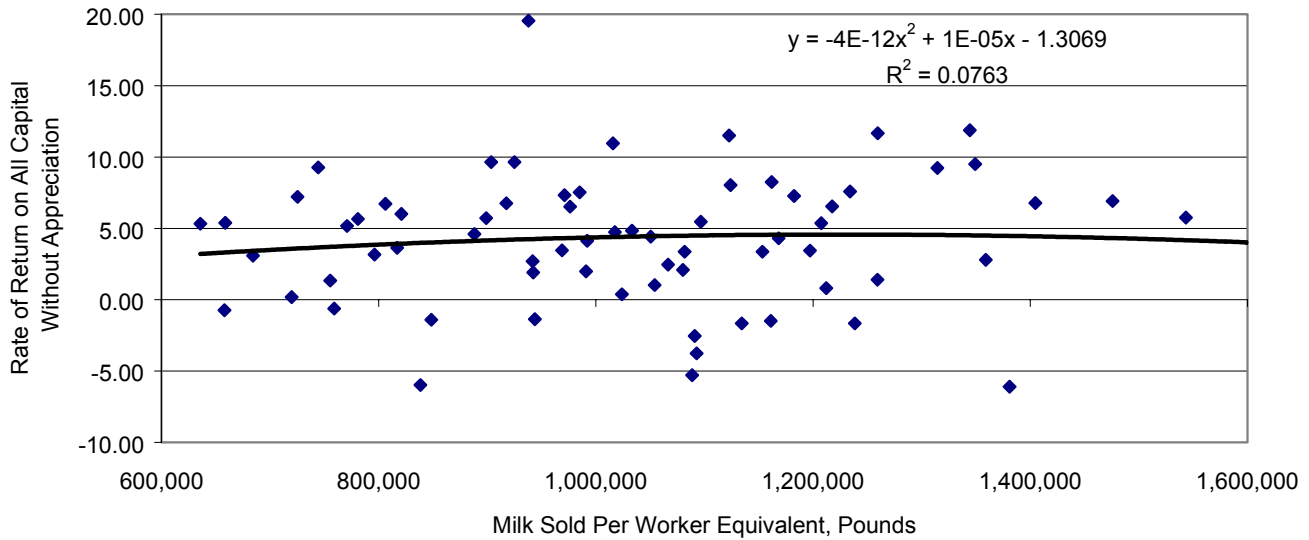
The table below is the business chart for labor costs on a per worker and per hour basis and shows the range of costs for these farms. The chart below shows the relationship between labor efficiency and return on all capital without appreciation. Labor efficiency improvements are one method that is used to allow the business to reward their employees while maintaining their labor costs per cwt. of milk produced. A second area is improved cost control of day to day activities, which is one reason why some farms can generate higher than average profits while having some of the higher labor costs per cwt. of milk sold.

Hired Labor Expense Business Charts
70 Large Herd Dairy Farms, 2000

| Hired Labor Expense per Cwt | Hired Labor Expense as % of Milk Sales | Hired Labor Expense per Hired Worker Equivalent | Hired Labor Expense per Hour |
|-----------------------------|--|---|------------------------------|
| \$ 1.46 | 11% | \$ 22,056 | \$ 7.99 |
| 1.93 | 14 | 25,598 | 9.27 |
| 2.15 | 16 | 27,843 | 10.09 |
| 2.33 | 17 | 28,597 | 10.36 |
| 2.46 | 18 | 29,487 | 10.68 |
| 2.54 | 19 | 30,904 | 11.20 |
| 2.70 | 20 | 33,130 | 12.00 |
| 2.82 | 21 | 35,079 | 12.71 |
| 3.03 | 22 | 37,940 | 13.75 |
| 3.57 | 27 | 68,075 | 24.66 |

RATE OF RETURN ON ALL CAPITAL WITHOUT APPRECIATION VERSUS MILK SOLD PER WORKER EQUIVALENT

70 Large Herd Dairy Farms, 2000



CONDENSED SUMMARY & SELECTED BUSINESS FACTORS

CONDENSED FARM BUSINESS SUMMARY FOR THREE LARGE HERD GROUPS

70 Large Herd Dairy Farms, 2000

| Item | 19 Farms with 300-400 Cows | | 23 Farms with 400-600 Cows | | 28 Farms with ≥600 Cows | |
|--|-------------------------------|-------------|-------------------------------|-------------|----------------------------|-------------|
| | Per Cow | Per Cwt. | Per Cow | Per Cwt. | Per Cow | Per Cwt. |
| ACCRUAL EXPENSES | | | | | | |
| Hired labor | \$485 | \$2.30 | \$532 | \$2.41 | \$638 | \$2.75 |
| Dairy grain & concentrate | 724 | 3.44 | 806 | 3.65 | 861 | 3.71 |
| Dairy roughage | 89 | 0.42 | 94 | 0.42 | 42 | 0.18 |
| Nondairy feed | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 |
| Machine hire, rent & lease | 97 | 0.46 | 74 | 0.33 | 99 | 0.43 |
| Machine repairs & farm vehicle expense | 144 | 0.68 | 134 | 0.61 | 136 | 0.59 |
| Fuel, oil & grease | 77 | 0.37 | 70 | 0.32 | 64 | 0.28 |
| Replacement livestock | 99 | 0.47 | 31 | 0.14 | 47 | 0.20 |
| Breeding | 32 | 0.15 | 38 | 0.17 | 38 | 0.16 |
| Veterinary & medicine | 103 | 0.49 | 120 | 0.54 | 128 | 0.55 |
| Milk marketing | 165 | 0.78 | 140 | 0.64 | 141 | 0.61 |
| Bedding | 33 | 0.16 | 48 | 0.22 | 58 | 0.25 |
| Milking supplies | 57 | 0.27 | 72 | 0.33 | 76 | 0.33 |
| Cattle lease & rent | 7 | 0.03 | 2 | 0.01 | 18 | 0.08 |
| Custom boarding | 64 | 0.30 | 31 | 0.14 | 62 | 0.27 |
| bST expense | 51 | 0.24 | 51 | 0.23 | 72 | 0.31 |
| Other livestock expense | 32 | 0.15 | 31 | 0.14 | 18 | 0.08 |
| Fertilizer & lime | 54 | 0.26 | 50 | 0.22 | 59 | 0.25 |
| Seeds & plants | 30 | 0.14 | 45 | 0.20 | 42 | 0.18 |
| Spray & other crop expense | 41 | 0.19 | 44 | 0.20 | 55 | 0.24 |
| Land, building & fence repair | 49 | 0.23 | 48 | 0.22 | 47 | 0.20 |
| Taxes & rent | 113 | 0.54 | 98 | 0.45 | 97 | 0.42 |
| Utilities | 64 | 0.30 | 60 | 0.27 | 62 | 0.27 |
| Interest paid | 216 | 1.02 | 201 | 0.91 | 221 | 0.95 |
| Misc. (including insurance) | <u>61</u> | <u>0.29</u> | <u>65</u> | <u>0.29</u> | <u>72</u> | <u>0.31</u> |
| Total Operating Expenses | \$2,886 | \$13.71 | \$2,886 | \$13.06 | \$3,152 | \$13.58 |
| Expansion livestock | 82 | 0.39 | 89 | 0.40 | 113 | 0.49 |
| Machinery depreciation | 153 | 0.73 | 165 | 0.75 | 131 | 0.57 |
| Building depreciation | <u>76</u> | <u>0.36</u> | <u>124</u> | <u>0.56</u> | <u>123</u> | <u>0.43</u> |
| Total Accrual Expenses | \$3,197 | \$15.19 | \$3,264 | \$14.77 | \$3,520 | \$15.16 |
| ACCRUAL RECEIPTS | | | | | | |
| Milk sales | \$2,817 | \$13.38 | \$2,975 | \$13.47 | \$3,094 | \$13.33 |
| Dairy cattle | 260 | 1.24 | 249 | 1.13 | 266 | 1.15 |
| Dairy calves | 51 | 0.24 | 42 | 0.19 | 35 | 0.15 |
| Other livestock | 46 | 0.22 | 14 | 0.06 | 3 | 0.01 |
| Crops | 30 | 0.14 | 94 | 0.42 | 46 | 0.20 |
| Miscellaneous receipts | <u>189</u> | <u>0.90</u> | <u>166</u> | <u>0.75</u> | <u>135</u> | <u>0.58</u> |
| Total Accrual Receipts | \$3,392 | \$16.11 | \$3,540 | \$16.02 | \$3,579 | \$15.41 |
| PROFITABILITY ANALYSIS (Total) | | | | | | |
| Net farm income (without appreciation) | | \$67,166 | | \$132,098 | | \$57,259 |
| Net farm income (with appreciation) | | \$109,027 | | 197,545 | | \$184,884 |
| Labor & management income | | \$11,985 | | 43,401 | | \$-92,068 |
| Number of operators | | 1.62 | | 2.03 | | 2.44 |
| Labor & management income/operator | | \$7,398 | | \$21,380 | | \$-37,733 |
| Rates of return on: Equity capital w/o apprec. | | 0.7% | | 3.0% | | -1.9% |
| Equity capital w/ apprec. | | 4.8% | | 6.9% | | 2.4% |
| All capital w/o apprec. | | 4.2% | | 5.0% | | 2.7% |
| All capital w/ apprec. | | 6.3% | | 7.2% | | 4.9% |

SELECTED BUSINESS FACTORS FOR THREE LARGE HERD GROUPS

70 Large Herd Dairy Farms, 2000

| Item | 19 Farms with 300-400 Cows | 23 Farms with 400-600 Cows | 28 Farms with ≥ 600 Cows |
|---|-------------------------------|-------------------------------|-----------------------------|
| <u>Cropping Program Analysis</u> | | | |
| Total Tillable acres | 698 | 974 | 1,761 |
| Tillable acres rented ¹⁹ | 372 | 457 | 839 |
| Hay crop acres ¹⁹ | 334 | 432 | 773 |
| Corn silage acres ¹⁹ | 226 | 368 | 820 |
| Hay crop, tons DM/acre | 3.4 | 3.7 | 4.0 |
| Corn silage, tons/acre | 15.9 | 16.7 | 15.7 |
| Forage DM per cow, tons | 6.5 | 7.6 | 7.7 |
| Tillable acres/cow | 2.0 | 2.0 | 1.8 |
| Fertilizer & lime expense/tillable acre | \$26.72 | \$24.37 | \$32.40 |
| Machinery cost/tillable acre | \$261 | \$244 | \$264 |
| <u>Dairy Analysis</u> | | | |
| Number of cows | 346 | 478 | 967 |
| Number of heifers | 220 | 357 | 770 |
| Milk sold, lbs. | 7,285,203 | 10,559,391 | 22,452,497 |
| Milk sold/cow, lbs. | 21,059 | 22,111 | 23,208 |
| Operating cost of prod. milk/cwt. | \$11.37 | \$10.91 | \$11.97 |
| Total cost of prod. milk/cwt. | \$13.99 | \$13.78 | \$14.23 |
| Price/cwt. milk sold | \$13.38 | \$13.47 | \$13.33 |
| Purchased dairy feed/cow | \$813 | 900 | \$903 |
| Purchased dairy feed/cwt. milk | \$3.86 | 4.07 | \$3.89 |
| Purchased grain & concentrate as % of milk receipts | 26% | 27% | 28% |
| Purchased feed & crop expense/cwt. milk | \$4.46 | \$4.70 | \$4.56 |
| <u>Capital Efficiency</u> | | | |
| Farm capital/worker | \$250,108 | \$266,479 | \$297,667 |
| Farm capital/cow | \$5,725 | 6,171 | \$6,073 |
| Real estate/cow | \$2,084 | 2,362 | \$2,322 |
| Machinery investment/cow | \$1,111 | 1,082 | \$989 |
| Asset turnover ratio | 0.61 | 0.60 | 0.61 |
| <u>Labor Efficiency</u> | | | |
| Worker equivalent | 7.92 | 11.07 | 19.73 |
| Operator/manager equivalent | 1.62 | 2.03 | 2.44 |
| Milk sold/worker, lbs. | 919,849 | 953,875 | 1,137,988 |
| Cows/worker | 44 | 43 | 49 |
| Labor cost/cow | \$610 | \$649 | \$698 |
| <u>Financial Measures</u> | | | |
| Percent equity | 51% | 56% | 49% |
| Debt/asset ratio - long term | 0.38 | 0.40 | 0.55 |
| Debt/asset ratio - intermediate & current | 0.55 | 0.46 | 0.49 |
| Change in net worth with appreciation | \$5,005 | \$87,827 | -\$52,375 |
| Total farm debt per cow | \$2,773 | \$2,667 | \$3,042 |
| Debt payments made per cow | \$512 | \$507 | \$498 |
| Debt payments as % of milk sales | 18% | 17% | 16% |
| Amount available for debt service | \$124,150 | \$248,157 | \$404,521 |
| Debt coverage ratio for 2000 | 0.67 | 1.22 | 0.60 |

¹⁹Average of all farms, not only those reporting data.

INCOME AND EXPENSE PROFILES BY HERD SIZE

Use two of the following six tables to make an income and expense profile for your dairy farm business. The first two tables represent farms with 300 to 400 cows. The second two tables are of farms with 400-600 cows. The third set of tables are of farms with 600 or more cows. The figures in the quintile columns represent the average of the top 20 percent to the bottom 20 percent for each receipt and expenditure category. Each line is computed independently. The farms that comprise the top 20 percent in milk sales do not necessarily make up the top 20 percent of any other category. On each line circle the income and cost measures closest to the one for your farm. Then draw a vertical line connecting your circles on each table. The strongest profile will be a relatively straight line on the left side of the table.

RECEIPTS AND EXPENSES PER COW 19 Large Herd Dairy Farms with 300 – 400 Cows, 2000

| Item | QUINTILE | | | | |
|-----------------------------------|----------|---------|---------|---------|---------|
| | 1 | 2 | 3 | 4 | 5 |
| <u>Accrual Operating Receipts</u> | | | | | |
| Milk | \$3,516 | \$3,166 | \$2,924 | \$2,678 | \$1,953 |
| Dairy cattle | 640 | 297 | 198 | 161 | 82 |
| Dairy calves | 113 | 58 | 44 | 30 | 24 |
| Other livestock | 273 | 15 | 3 | 0 | -3 |
| Crops | 136 | 100 | 43 | -17 | -86 |
| Misc. receipts | 348 | 223 | 160 | 143 | 121 |
| Total Operating Receipts | \$4,512 | \$3,689 | \$3,401 | \$3,139 | \$2,473 |
| <u>Accrual Operating Expenses</u> | | | | | |
| Hired labor | \$310 | \$406 | \$486 | \$574 | \$689 |
| Dairy grain & concentrate | 398 | 692 | 771 | 834 | 996 |
| Dairy roughage | 0 | 1 | 10 | 75 | 422 |
| Nondairy feed | 0 | 0 | 0 | 0 | 0 |
| Mach. hire/rent/lease | 3 | 32 | 65 | 152 | 282 |
| Mach. repair & farm veh. exp. | 64 | 95 | 146 | 198 | 246 |
| Fuel, oil & grease | 44 | 64 | 76 | 90 | 127 |
| Replacement livestock | 0 | 0 | 23 | 175 | 372 |
| Breeding | 6 | 19 | 30 | 41 | 73 |
| Vet & medicine | 45 | 67 | 93 | 120 | 220 |
| Milk marketing | 77 | 130 | 157 | 217 | 267 |
| Bedding | 7 | 21 | 32 | 47 | 64 |
| Milking supplies | 26 | 40 | 49 | 74 | 110 |
| Cattle lease | 0 | 0 | 0 | 1 | 40 |
| Custom boarding | 0 | 0 | 16 | 86 | 247 |
| bST expense | 1 | 24 | 70 | 78 | 88 |
| Other livestock expense | 9 | 16 | 21 | 40 | 85 |
| Fertilizer & lime | 4 | 41 | 53 | 74 | 119 |
| Seeds & plants | 9 | 22 | 33 | 39 | 58 |
| Spray/other crop expenses | 5 | 18 | 46 | 64 | 87 |
| Land, building, fence repair | 9 | 26 | 40 | 53 | 136 |
| Taxes | 5 | 24 | 36 | 52 | 70 |
| Real estate rent/lease | 6 | 23 | 40 | 87 | 286 |
| Insurance | 14 | 20 | 24 | 31 | 50 |
| Utilities | 41 | 56 | 64 | 75 | 87 |
| Interest | 102 | 154 | 204 | 284 | 377 |
| Miscellaneous | 8 | 28 | 40 | 47 | 59 |
| Total Operating Expenses | \$2,075 | \$2,716 | \$2,896 | \$3,206 | \$3,708 |
| Expansion Livestock | 0 | 0 | 0 | 72 | 407 |
| Machinery Depreciation | 63 | 104 | 132 | 200 | 320 |
| Building Depreciation | 12 | 52 | 81 | 105 | 148 |
| Net Farm Income w/o Apprec. | \$668 | \$363 | \$253 | \$32 | \$-215 |

RECEIPTS AND EXPENSES PER CWT. OF MILK SOLD
19 Large Herd Dairy Farms With 300 – 400 Cows, 2000

| Item | QUINTILE | | | | |
|-----------------------------------|----------|---------|---------|---------|---------|
| | 1 | 2 | 3 | 4 | 5 |
| <u>Accrual Operating Receipts</u> | | | | | |
| Milk | \$14.33 | \$13.92 | \$13.58 | \$13.01 | \$12.33 |
| Dairy cattle | 3.90 | 1.41 | 1.01 | 0.71 | 0.35 |
| Dairy calves | .50 | .29 | .20 | .17 | .12 |
| Other livestock | 1.36 | .07 | .02 | .00 | -.02 |
| Crops | .61 | .46 | .19 | -.09 | -.47 |
| Misc. receipts | 2.07 | 1.13 | .81 | .63 | .53 |
| Total Operating Receipts | \$19.94 | \$16.98 | \$16.28 | \$15.21 | \$13.98 |
| <u>Accrual Operating Expenses</u> | | | | | |
| Hired labor | \$1.53 | \$2.14 | \$2.43 | \$2.70 | \$3.04 |
| Dairy grain & concentrate | 2.21 | 3.33 | 3.52 | 3.71 | 4.29 |
| Dairy roughage | .00 | .01 | .05 | .42 | 1.88 |
| Nondairy feed | .00 | .00 | .00 | .00 | .00 |
| Mach. hire/rent/lease | .01 | .15 | .31 | .83 | 1.20 |
| Mach. repair & farm veh. exp. | .31 | .48 | .71 | .86 | 1.35 |
| Fuel, oil & grease | .22 | .29 | .34 | .50 | .61 |
| Replacement livestock | .00 | .00 | .11 | .92 | 1.69 |
| Breeding | .03 | .10 | .15 | .20 | .30 |
| Vet & medicine | .22 | .36 | .49 | .57 | .90 |
| Milk marketing | .48 | .60 | .69 | 1.00 | 1.24 |
| Bedding | .04 | .10 | .16 | .22 | .29 |
| Milking supplies | .14 | .19 | .23 | .35 | .54 |
| Cattle lease | .00 | .00 | .00 | .01 | .24 |
| Custom boarding | .00 | .00 | .07 | .37 | 1.08 |
| bST expense | .01 | .11 | .31 | .34 | .41 |
| Other livestock expense | .05 | .08 | .11 | .20 | .35 |
| Fertilizer & lime | .02 | .18 | .23 | .35 | .93 |
| Seeds & plants | .04 | .11 | .16 | .19 | .31 |
| Spray/other crop expenses | .03 | .09 | .19 | .32 | .47 |
| Land, building, fence repair | .06 | .12 | .19 | .25 | .59 |
| Taxes | .02 | .10 | .19 | .28 | .40 |
| Real estate rent/lease | .03 | .11 | .20 | .49 | 1.29 |
| Insurance | .06 | .09 | .11 | .17 | .27 |
| Utilities | .21 | .25 | .32 | .36 | .43 |
| Interest | .42 | .73 | 1.10 | 1.44 | 1.99 |
| Miscellaneous | .04 | .14 | .18 | .22 | .34 |
| Total Operating Expenses | \$11.97 | \$13.26 | \$13.87 | \$14.64 | \$15.69 |
| Expansion Livestock | .00 | .00 | .00 | .36 | 2.32 |
| Machinery Depreciation | .28 | .47 | .65 | .90 | 2.20 |
| Building Depreciation | .06 | .24 | .35 | .54 | .95 |
| Net Farm Income w/o Apprec. | \$2.75 | \$1.74 | \$1.09 | \$0.13 | \$-1.08 |

RECEIPTS AND EXPENSES PER COW
23 Large Herd Dairy Farms With 400 – 600 Cows, 2000

| Item | QUINTILE | | | | |
|------------------------------------|----------------|----------------|----------------|----------------|----------------|
| | 1 | 2 | 3 | 4 | 5 |
| <u>Accrual Operating Receipts</u> | | | | | |
| Milk | \$3,373 | \$3,104 | \$3,003 | \$2,861 | \$2,638 |
| Dairy cattle | 480 | 299 | 235 | 177 | 110 |
| Dairy calves | 101 | 41 | 37 | 28 | 13 |
| Other livestock | 88 | 5 | 1 | 0 | -2 |
| Crops | 239 | 167 | 95 | 30 | -35 |
| Misc. receipts | 293 | 217 | 163 | 124 | 71 |
| Total Operating Receipts | \$4,133 | \$3,789 | \$3,572 | \$3,332 | \$3,034 |
| <u>Accrual Operating Expenses</u> | | | | | |
| Hired labor | \$361 | \$453 | \$552 | \$636 | \$745 |
| Dairy grain & concentrate | 593 | 728 | 823 | 899 | 1,010 |
| Dairy roughage | 3 | 18 | 44 | 93 | 397 |
| Nondairy feed | 0 | 0 | 0 | 0 | 0 |
| Mach. hire/rent/lease | 5 | 35 | 63 | 109 | 190 |
| Mach. repair & farm veh. exp. | 78 | 105 | 143 | 173 | 197 |
| Fuel, oil & grease | 41 | 55 | 71 | 88 | 107 |
| Replacement livestock | 0 | 0 | 1 | 44 | 149 |
| Breeding | 13 | 30 | 39 | 46 | 68 |
| Vet & medicine | 85 | 100 | 121 | 138 | 171 |
| Milk marketing | 76 | 119 | 137 | 177 | 217 |
| Bedding | 16 | 36 | 44 | 66 | 93 |
| Milking supplies | 38 | 48 | 69 | 90 | 137 |
| Cattle lease | 0 | 0 | 0 | 0 | 13 |
| Custom boarding | 0 | 0 | 2 | 42 | 125 |
| bST expense | 0 | 28 | 63 | 78 | 102 |
| Other livestock expense | 11 | 20 | 29 | 38 | 65 |
| Fertilizer & lime | 18 | 41 | 54 | 67 | 78 |
| Seeds & plants | 16 | 40 | 46 | 57 | 73 |
| Spray/other crop expenses | 5 | 38 | 48 | 58 | 84 |
| Land, building, fence repair | 13 | 33 | 54 | 63 | 96 |
| Taxes | 8 | 19 | 29 | 38 | 52 |
| Real estate rent/lease | 15 | 53 | 68 | 92 | 134 |
| Insurance | 15 | 23 | 29 | 36 | 63 |
| Utilities | 33 | 50 | 56 | 77 | 103 |
| Interest | 86 | 184 | 219 | 259 | 295 |
| Miscellaneous | 12 | 20 | 29 | 43 | 78 |
| Total Operating Expenses | \$2,347 | \$2,776 | \$2,986 | \$3,132 | \$3,387 |
| Expansion Livestock | 0 | 0 | 32 | 156 | 319 |
| Machinery Depreciation | 72 | 129 | 182 | 215 | 252 |
| Building Depreciation | 58 | 92 | 109 | 152 | 222 |
| Net Farm Income w/o Apprec. | \$745 | \$427 | \$294 | \$145 | \$-152 |

RECEIPTS AND EXPENSES PER CWT. OF MILK SOLD
23 Large Herd Dairy Farms With 400 – 600 Cows, 2000

| Item | QUINTILE | | | | |
|------------------------------------|----------------|----------------|----------------|----------------|----------------|
| | 1 | 2 | 3 | 4 | 5 |
| <u>Accrual Operating Receipts</u> | | | | | |
| Milk | \$15.86 | \$13.83 | \$13.08 | \$12.89 | \$12.51 |
| Dairy cattle | 2.15 | 1.41 | 1.11 | .80 | .49 |
| Dairy calves | .42 | .19 | .17 | .12 | .06 |
| Other livestock | .41 | .02 | .01 | .00 | -.01 |
| Crops | 1.03 | .82 | .44 | .14 | -.18 |
| Misc. receipts | 1.32 | .98 | .70 | .56 | .34 |
| Total Operating Receipts | \$19.14 | \$16.78 | \$15.82 | \$15.14 | \$14.27 |
| <u>Accrual Operating Expenses</u> | | | | | |
| Hired labor | \$1.64 | \$2.13 | \$2.51 | \$2.80 | \$3.34 |
| Dairy grain & concentrate | 2.79 | 3.27 | 3.55 | 4.01 | 4.86 |
| Dairy roughage | .01 | .09 | .19 | .41 | 1.69 |
| Nondairy feed | .00 | .00 | .00 | .00 | .00 |
| Mach. hire/rent/lease | .02 | .16 | .30 | .51 | .87 |
| Mach. repair & farm veh. exp. | .33 | .49 | .66 | .79 | .90 |
| Fuel, oil & grease | .19 | .26 | .33 | .39 | .47 |
| Replacement livestock | .00 | .00 | .00 | .21 | .63 |
| Breeding | .06 | .13 | .18 | .24 | .32 |
| Vet & medicine | .38 | .45 | .53 | .65 | .80 |
| Milk marketing | .34 | .56 | .65 | .75 | 1.02 |
| Bedding | .07 | .16 | .21 | .29 | .42 |
| Milking supplies | .18 | .22 | .30 | .41 | .61 |
| Cattle lease | .00 | .00 | .00 | .00 | .06 |
| Custom boarding | .00 | .00 | .01 | .21 | .58 |
| bST expense | .00 | .14 | .27 | .35 | .46 |
| Other livestock expense | .05 | .09 | .14 | .18 | .28 |
| Fertilizer & lime | .08 | .19 | .26 | .30 | .35 |
| Seeds & plants | .08 | .18 | .21 | .25 | .33 |
| Spray/other crop expenses | .02 | .17 | .23 | .26 | .38 |
| Land, building, fence repair | .06 | .15 | .25 | .28 | .44 |
| Taxes | .04 | .08 | .12 | .19 | .25 |
| Real estate rent/lease | .08 | .25 | .31 | .41 | .58 |
| Insurance | .07 | .11 | .13 | .16 | .27 |
| Utilities | .16 | .22 | .28 | .34 | .43 |
| Interest | .38 | .78 | 1.00 | 1.19 | 1.51 |
| Miscellaneous | .05 | .09 | .13 | .21 | .34 |
| Total Operating Expenses | \$11.02 | \$12.66 | \$13.18 | \$14.01 | \$15.58 |
| Expansion Livestock | .00 | .00 | .16 | .71 | 1.42 |
| Machinery Depreciation | .32 | .60 | .82 | .95 | 1.16 |
| Building Depreciation | .25 | .41 | .53 | .70 | .97 |
| Net Farm Income w/o Apprec. | \$3.52 | \$1.87 | \$1.34 | \$0.65 | \$-0.70 |

RECEIPTS AND EXPENSES PER COW
28 Large Herd Dairy Farms With 600 or More Cows, 2000

| Item | QUINTILE | | | | |
|-----------------------------------|----------|---------|---------|---------|---------|
| | 1 | 2 | 3 | 4 | 5 |
| <u>Accrual Operating Receipts</u> | | | | | |
| Milk | \$3,462 | \$3,169 | \$3,065 | \$3,006 | \$2,866 |
| Dairy cattle | 500 | 347 | 254 | 181 | 130 |
| Dairy calves | 46 | 39 | 37 | 35 | 27 |
| Other livestock | 12 | 4 | 1 | 0 | -2 |
| Crops | 198 | 91 | 53 | 3 | -50 |
| Misc. receipts | 248 | 166 | 128 | 103 | 84 |
| Total Operating Receipts | \$4,019 | \$3,740 | \$3,626 | \$3,442 | \$3,288 |
| <u>Accrual Operating Expenses</u> | | | | | |
| Hired labor | \$462 | \$560 | \$606 | \$669 | \$856 |
| Dairy grain & concentrate | 734 | 805 | 864 | 923 | 1,053 |
| Dairy roughage | 0 | 14 | 33 | 60 | 122 |
| Nondairy feed | 0 | 0 | 0 | 0 | 0 |
| Mach. hire/rent/lease | 12 | 33 | 82 | 157 | 244 |
| Mach. repair & farm veh. exp. | 69 | 106 | 142 | 172 | 222 |
| Fuel, oil & grease | 46 | 58 | 65 | 72 | 88 |
| Replacement livestock | 0 | 0 | 16 | 60 | 175 |
| Breeding | 17 | 30 | 41 | 49 | 68 |
| Vet & medicine | 89 | 109 | 125 | 143 | 176 |
| Milk marketing | 96 | 122 | 132 | 152 | 210 |
| Bedding | 26 | 42 | 55 | 71 | 99 |
| Milking supplies | 41 | 58 | 70 | 87 | 120 |
| Cattle lease | 0 | 0 | 0 | 5 | 76 |
| Custom boarding | 0 | 1 | 17 | 54 | 179 |
| bST expense | 40 | 66 | 80 | 87 | 93 |
| Other livestock expense | 1 | 11 | 19 | 32 | 45 |
| Fertilizer & lime | 23 | 42 | 66 | 77 | 104 |
| Seeds & plants | 21 | 35 | 43 | 54 | 69 |
| Spray/other crop expenses | 17 | 37 | 56 | 71 | 110 |
| Land, building, fence repair | 11 | 25 | 42 | 59 | 101 |
| Taxes | 11 | 22 | 27 | 35 | 48 |
| Real estate rent/lease | 20 | 37 | 60 | 88 | 139 |
| Insurance | 12 | 19 | 24 | 30 | 57 |
| Utilities | 36 | 55 | 63 | 73 | 97 |
| Interest | 109 | 196 | 231 | 278 | 366 |
| Miscellaneous | 17 | 29 | 40 | 51 | 82 |
| Total Operating Expenses | \$2,789 | \$2,997 | \$3,091 | \$3,224 | \$3,631 |
| Expansion Livestock | 0 | 0 | 66 | 169 | 393 |
| Machinery Depreciation | 51 | 94 | 146 | 181 | 223 |
| Building Depreciation | 39 | 78 | 104 | 165 | 245 |
| Net Farm Income w/o Apprec. | \$512 | \$339 | \$169 | \$-15 | \$-354 |

RECEIPTS AND EXPENSES PER CWT. OF MILK SOLD
28 Large Herd Dairy Farms With 600 or More Cows, 2000

| Item | QUINTILE | | | | |
|-----------------------------------|----------|---------|---------|---------|---------|
| | 1 | 2 | 3 | 4 | 5 |
| <u>Accrual Operating Receipts</u> | | | | | |
| Milk | \$14.32 | \$13.43 | \$13.18 | \$13.03 | \$12.78 |
| Dairy cattle | 2.10 | 1.51 | 1.09 | .81 | .54 |
| Dairy calves | .19 | .17 | .16 | .15 | .12 |
| Other livestock | .05 | .02 | .00 | .00 | -.01 |
| Crops | .89 | .41 | .21 | .01 | -.21 |
| Misc. receipts | 1.10 | .69 | .56 | .44 | .37 |
| Total Operating Receipts | \$16.85 | \$16.25 | \$15.60 | \$14.80 | \$14.29 |
| <u>Accrual Operating Expenses</u> | | | | | |
| Hired labor | \$2.00 | \$2.46 | \$2.63 | \$2.90 | \$3.52 |
| Dairy grain & concentrate | 3.26 | 3.52 | 3.70 | 3.92 | 4.33 |
| Dairy roughage | .00 | .06 | .15 | .27 | .52 |
| Nondairy feed | .00 | .00 | .00 | .00 | .00 |
| Mach. hire/rent/lease | .05 | .15 | .35 | .68 | 1.11 |
| Mach. repair & farm veh. exp. | .30 | .44 | .62 | .73 | .94 |
| Fuel, oil & grease | .20 | .25 | .28 | .32 | .37 |
| Replacement livestock | .00 | .00 | .07 | .25 | .80 |
| Breeding | .07 | .13 | .18 | .22 | .28 |
| Vet & medicine | .37 | .48 | .56 | .60 | .75 |
| Milk marketing | .41 | .53 | .58 | .65 | .89 |
| Bedding | .11 | .18 | .24 | .30 | .41 |
| Milking supplies | .17 | .26 | .31 | .37 | .50 |
| Cattle lease | .00 | .00 | .00 | .02 | .33 |
| Custom boarding | .00 | .00 | .08 | .23 | .79 |
| bST expense | .18 | .29 | .33 | .37 | .39 |
| Other livestock expense | .01 | .05 | .09 | .14 | .18 |
| Fertilizer & lime | .10 | .18 | .29 | .33 | .44 |
| Seeds & plants | .09 | .15 | .18 | .23 | .29 |
| Spray/other crop expenses | .07 | .16 | .25 | .30 | .48 |
| Land, building, fence repair | .05 | .11 | .18 | .26 | .44 |
| Taxes | .05 | .09 | .12 | .15 | .22 |
| Real estate rent/lease | .09 | .16 | .25 | .39 | .62 |
| Insurance | .05 | .09 | .10 | .12 | .25 |
| Utilities | .15 | .23 | .27 | .32 | .42 |
| Interest | .47 | .83 | 1.00 | 1.20 | 1.60 |
| Miscellaneous | .08 | .12 | .18 | .22 | .35 |
| Total Operating Expenses | \$11.78 | \$12.85 | \$13.46 | \$14.60 | \$14.97 |
| Expansion Livestock | .00 | .00 | .28 | .71 | 1.74 |
| Machinery Depreciation | .23 | .41 | .61 | .77 | .94 |
| Building Depreciation | .17 | .34 | .45 | .72 | 1.04 |
| Net Farm Income w/o Apprec. | \$2.20 | \$1.46 | \$0.69 | \$-0.06 | \$-1.56 |

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 ten figures in each column represent the average of each 10 percent or decile of farms included in this summary. 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 10 percent for any other factor. Use this information to identify business areas where more challenging goals are needed.

FARM BUSINESS CHART FOR FARM MANAGEMENT COOPERATORS

70 Large Herd Dairy Farms, 2000

| Size of Business | | | Rates of Production | | | Labor Efficiency | |
|--------------------|----------------|------------------|--------------------------|-----------------------|---------------------------|------------------|-----------------------------|
| Worker Equivalent | Number 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) ²⁰ | (11) | (11) | (10) | (9) | (9) | (11) | (11) |
| 30.9 | 1,544 | 35,553,590 | 26,050 | 6.6 | 21 | 72 | 1,629,325 |
| 20.3 | 954 | 22,116,437 | 24,421 | 5.3 | 19 | 55 | 1,266,772 |
| 15.9 | 737 | 17,499,215 | 23,958 | 4.6 | 18 | 53 | 1,184,338 |
| 14.2 | 635 | 14,768,071 | 23,419 | 4.1 | 17 | 50 | 1,116,434 |
| 12.2 | 557 | 12,385,571 | 23,076 | 3.8 | 17 | 48 | 1,064,977 |
| 11.4 | 479 | 10,685,277 | 22,661 | 3.5 | 16 | 46 | 1,000,251 |
| 9.9 | 419 | 9,478,225 | 22,106 | 3.4 | 15 | 43 | 947,273 |
| 8.6 | 386 | 8,767,274 | 21,315 | 3.1 | 14 | 41 | 873,702 |
| 7.3 | 350 | 7,473,344 | 20,051 | 2.8 | 14 | 37 | 783,648 |
| 6.0 | 317 | 5,552,248 | 15,916 | 1.7 | 12 | 32 | 689,454 |

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) |
| \$461 | 18% | \$291 | \$814 | \$648 | \$3.52 |
| 655 | 23 | 379 | 956 | 845 | 4.04 |
| 740 | 25 | 421 | 1,035 | 922 | 4.17 |
| 777 | 26 | 455 | 1,093 | 968 | 4.31 |
| 800 | 27 | 491 | 1,137 | 1,016 | 4.52 |
| 827 | 27 | 510 | 1,196 | 1,062 | 4.62 |
| 869 | 28 | 538 | 1,241 | 1,084 | 4.68 |
| 899 | 30 | 575 | 1,264 | 1,141 | 4.84 |
| 954 | 31 | 626 | 1,354 | 1,195 | 5.26 |
| 1,078 | 34 | 745 | 1,503 | 1,345 | 5.84 |

²⁰ () = page number of the participant's DFBS where factor is located.

CALC=Need to calculate for each farm; refer to the Glossary for definition.

| Cost Control (con't) | | | | | |
|----------------------|-------------------------|--------------------|-------------------|-----------------------|-----------------|
| Hired Labor Expense | | | Expenses Per Cwt. | | |
| Per Cwt. | Per Hired Worker Equiv. | As % of Milk Sales | Milk Marketing | Veterinary & Medicine | Other Livestock |
| (11) | (11) | (11) | (10) | (10) | (10) |
| \$1.46 | \$22,056 | 11% | \$0.31 | \$0.27 | \$0.00 |
| 1.93 | 25,598 | 14 | 0.48 | 0.36 | 0.04 |
| 2.15 | 27,843 | 16 | 0.53 | 0.41 | 0.06 |
| 2.33 | 28,597 | 17 | 0.56 | 0.45 | 0.08 |
| 2.46 | 29,487 | 18 | 0.59 | 0.51 | 0.09 |
| 2.54 | 30,904 | 19 | 0.62 | 0.54 | 0.11 |
| 2.70 | 33,130 | 20 | 0.68 | 0.57 | 0.14 |
| 2.82 | 35,079 | 21 | 0.73 | 0.62 | 0.17 |
| 3.03 | 37,940 | 22 | 0.89 | 0.68 | 0.20 |
| 3.57 | 68,075 | 27 | 1.22 | 0.89 | 0.32 |

| Machinery & Crop Expense | | Operating Cost | | Total Cost | |
|--------------------------|--------------------|----------------|----------|------------|----------|
| Per Tillable Acre | Per Ton Dry Matter | Per Cow | Per Cwt. | Per Cow | Per Cwt. |
| (CALC) | (CALC) | (10) | (10) | (10) | (10) |
| \$147 | \$27 | \$1,639 | \$8.98 | \$2,299 | \$11.75 |
| 240 | 62 | 2,156 | 9.95 | 2,716 | 12.60 |
| 274 | 73 | 2,360 | 10.23 | 2,939 | 12.95 |
| 303 | 77 | 2,421 | 10.56 | 3,008 | 13.46 |
| 347 | 80 | 2,482 | 11.04 | 3,088 | 13.61 |
| 361 | 86 | 2,620 | 11.58 | 3,172 | 14.05 |
| 377 | 94 | 2,703 | 11.88 | 3,245 | 14.44 |
| 391 | 103 | 2,803 | 12.44 | 3,343 | 14.84 |
| 433 | 110 | 2,941 | 13.08 | 3,493 | 15.48 |
| 3,116 | 224 | 3,245 | 14.20 | 3,775 | 17.07 |

| bST Expense Per Cow | bST Expense Per Cwt. | Percent Herd On bST | Culling Rate | Expense Ratios | | |
|---------------------|----------------------|---------------------|--------------|----------------|--------------|----------|
| | | | | Operating | Depreciation | Interest |
| (10) | (10) | (CALC) | (10) | (11) | (11) | (11) |
| \$ 5 | \$0.02 | 3% | 19 | 68% | 3% | 1% |
| 38 | 0.18 | 28 | 27 | 73 | 4 | 4 |
| 59 | 0.26 | 43 | 30 | 75 | 5 | 5 |
| 67 | 0.29 | 49 | 31 | 77 | 6 | 5 |
| 71 | 0.31 | 52 | 33 | 80 | 7 | 6 |
| 77 | 0.33 | 56 | 35 | 82 | 8 | 7 |
| 81 | 0.35 | 59 | 36 | 84 | 8 | 7 |
| 84 | 0.37 | 62 | 38 | 87 | 10 | 8 |
| 90 | 0.39 | 66 | 40 | 91 | 11 | 9 |
| 101 | 0.45 | 74 | 45 | 96 | 14 | 11 |

| Income Generation | | | | |
|--|--------------------------------------|---|--|--------------------------------|
| Milk Receipts Per Cwt. | Net Milk Receipts Per Cwt. | Milk Receipts Per Cow | Dairy Cattle Sales Per Cow | Dairy Calf Sales Per Cow |
| (10) | (10) | (10) | (10) | (10) |
| \$15.41 | \$14.60 | \$3,572 | \$600 | \$109 |
| 14.13 | 13.31 | 3,261 | 412 | 51 |
| 13.74 | 12.99 | 3,165 | 327 | 43 |
| 13.45 | 12.75 | 3,081 | 279 | 39 |
| 13.22 | 12.60 | 3,030 | 235 | 38 |
| 13.09 | 12.54 | 2,993 | 201 | 36 |
| 13.00 | 12.46 | 2,934 | 180 | 34 |
| 12.91 | 12.29 | 2,856 | 157 | 30 |
| 12.70 | 12.15 | 2,722 | 145 | 24 |
| 12.35 | 11.70 | 2,189 | 69 | 14 |
| Debt Management | | | | |
| Farm Debt Per Cow | | Cost of | Planned Debt Payments | |
| Total | Intermediate & Long Term | Borrowed Capital | Per Cow | Per Cwt. |
| (5) | (5) | (5) | (8) | (8) |
| \$1,144 | \$862 | 5.5% | \$189 | \$0.80 |
| 1,936 | 1,487 | 7.3 | 307 | 1.33 |
| 2,391 | 1,665 | 7.6 | 373 | 1.63 |
| 2,684 | 1,924 | 7.8 | 440 | 2.12 |
| 2,811 | 2,201 | 8.1 | 501 | 2.36 |
| 2,967 | 2,287 | 8.3 | 541 | 2.51 |
| 3,123 | 2,477 | 8.7 | 580 | 2.65 |
| 3,369 | 2,653 | 8.8 | 635 | 2.77 |
| 3,804 | 3,206 | 9.2 | 696 | 3.11 |
| 4,318 | 3,573 | 9.9 | 963 | 4.20 |
| Cash Flow Analysis | | | | |
| Amount Available for Family Living, Debt Service & Investment | | Personal Withdrawals & Family Expenditures | | Cash Flow Coverage Ratio |
| Per Cow | Per Cwt. | Per Cow | Per Cwt. | |
| (Optional Page 12) | | (CALC) | (CALC) | (8) |
| \$1,116 | \$5.11 | \$725 | \$3.17 | 2.45 |
| 931 | 4.19 | 360 | 1.63 | 1.53 |
| 825 | 3.75 | 276 | 1.29 | 1.28 |
| 770 | 3.48 | 227 | 1.05 | 1.14 |
| 725 | 3.29 | 179 | 0.86 | 1.02 |
| 665 | 3.01 | 161 | 0.70 | 0.90 |
| 591 | 2.66 | 139 | 0.61 | 0.79 |
| 521 | 2.35 | 117 | 0.53 | 0.69 |
| 461 | 2.07 | 104 | 0.48 | 0.58 |
| 202 | 0.89 | 52 | 0.23 | -1.72 |
| Capital Efficiency | | | | |
| Farm Capital Per Cow | Real Estate Investment Per Cow | Machinery Investment Per Cow | Total Labor Cost Per Worker Equivalent | Asset Turnover Ratio |
| (11) | (11) | (11) | (CALC) | (11) |
| \$3,578 | \$705 | \$431 | \$22,258 | 1.03 |
| 4,644 | 1,377 | 694 | 24,915 | 0.76 |
| 5,098 | 1,695 | 841 | 26,737 | 0.71 |
| 5,616 | 1,922 | 911 | 27,416 | 0.67 |
| 6,030 | 2,099 | 981 | 28,260 | 0.62 |
| 6,293 | 2,295 | 1,069 | 29,122 | 0.58 |
| 6,578 | 2,586 | 1,148 | 31,475 | 0.55 |
| 6,905 | 2,875 | 1,274 | 32,899 | 0.53 |
| 7,355 | 3,171 | 1,562 | 34,999 | 0.49 |
| 8,313 | 3,819 | 1,806 | 48,218 | 0.42 |

Solvency

| Percent Equity | Leverage Ratio | Debt to Asset Ratios | | |
|-------------------|-------------------|----------------------|-------------------|-----------|
| | | Total | Current/Intermed. | Long Term |
| (5) | (5) | (5) | (5) | (5) |
| 80% | -0.84 | 0.20 | 0.15 | 0.00 |
| 67 | 0.46 | 0.33 | 0.30 | 0.05 |
| 62 | 0.59 | 0.38 | 0.40 | 0.22 |
| 56 | 0.77 | 0.44 | 0.45 | 0.33 |
| 52 | 0.90 | 0.48 | 0.49 | 0.38 |
| 49 | 1.04 | 0.51 | 0.54 | 0.45 |
| 44 | 1.24 | 0.56 | 0.58 | 0.50 |
| 40 | 1.46 | 0.60 | 0.64 | 0.58 |
| 36 | 1.70 | 0.64 | 0.72 | 0.73 |
| 18 | 3.84 | 0.82 | 0.88 | 1.14 |

Profitability

| Labor and Mgmt. Income Per Operator | Rate Return to Equity Capital | | Rate Return to All Capital | |
|---|-------------------------------|----------------------|----------------------------|----------------------|
| | Without Appreciation | With Appreciation | Without Appreciation | With Appreciation |
| (3) | (3) | (3) | (3) | (3) |
| \$175,082 | 14.8% | 24.5% | 12.1% | 15.2% |
| 89,008 | 9.7 | 17.2 | 8.5 | 12.1 |
| 63,653 | 6.8 | 12.5 | 7.0 | 9.9 |
| 39,725 | 5.1 | 9.6 | 6.0 | 8.6 |
| 22,753 | 3.1 | 6.9 | 5.1 | 7.3 |
| -255 | 0.5 | 4.3 | 3.8 | 6.1 |
| -31,395 | -2.0 | 2.6 | 2.8 | 4.4 |
| -62,803 | -5.5 | -0.1 | 1.3 | 3.2 |
| -107,415 | -11.6 | -6.3 | -1.0 | 1.6 |
| -393,318 | -34.9 | -19.7 | -4.6 | -4.3 |

Profitability, Continued

| Net Farm Income Without Appreciation | | Net Farm Income From Operations | Net Income Efficiency |
|--------------------------------------|----------|------------------------------------|--------------------------|
| Per Cow | Per Cwt. | Ratio | Ratio |
| (10) | (10) | (3) | (CALC) |
| \$737 | \$3.26 | 19% | 18% |
| 472 | 2.11 | 13 | 11 |
| 389 | 1.74 | 11 | 9 |
| 317 | 1.45 | 9 | 8 |
| 260 | 1.08 | 7 | 7 |
| 157 | 0.72 | 5 | 6 |
| 92 | 0.40 | 3 | 4 |
| -35 | -0.18 | -1 | 3 |
| -159 | -0.81 | -5 | 1 |
| -384 | -1.68 | -11 | -2 |

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 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. Goals 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

GLOSSARY AND LOCATION OF COMMON TERMS

Some of the following definitions include formulas for calculating the factor being described. Page references to the individual Dairy Farm Business Summary are provided in parentheses for ease of calculation for your farm.

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 13).

Accrual Receipts - (defined on page 13).

Annual Cash Flow Statement - (defined on page 21).

Appreciation - (defined on page 14).

Asset Turnover Ratio - The ratio of total farm income to total farm assets, calculated by dividing total accrual operating receipts plus appreciation by average total farm assets.

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.

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 23).

Cash Paid - (defined on page 11).

Cash Receipts - (defined on page 13).

Change in Accounts Payable - (defined on page 11).

Change in Accounts Receivable - (defined on page 11).

Change in Inventory - (defined on page 11).

Cost of Borrowed Capital - A weighted average of the cost of borrowed capital to the farm. Calculate by multiplying end of year principal of each loan that is borrowed by the interest rate for each loan at that time. Add up each amount that is calculated for each loan and then divide by total amount of borrowed funds. Do not include accounts payable. This information is found on pages 8 & 9 of the data entry form.

Cows per Worker Equivalent for the Dairy Enterprise - Determined by dividing the average number of milking and dry cows by the number of worker equivalents in the dairy enterprise.

Culling Rate - Culling rate is calculated by dividing the number of animals that left the herd for culling purposes and that died by the average number of milking and dry cows for the year.

Current Portion - (defined on page 16).

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.

Debt Coverage Ratio – (defined on page 23).

Debt Per Cow - Total end-of-year debt divided by end-of-year number of cows.

Debt to Asset Ratios - (defined on page 19).

Deferred Taxes - (defined on page 18).

Depreciation Expense Ratio - The percentage of Total Accrual Receipts that is charged to depreciation expense. Machinery Depreciation (DFBS p. 2) plus Building Depreciation (p. 2) divided by Total Accrual Receipts (p. 3) times 100.

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 18.

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.

Hired Labor Expense per Hired Worker Equivalent - The total cost to the farm per hired worker equivalent. Divide accrual hired labor expense (p. 2) by number of hired plus family paid worker equivalents (p. 11).

Hired Labor Expense as % of Milk Sales - The percentage of the gross milk receipts that is used for labor expense. Divide accrual hired labor expense (p. 2) by accrual milk sales (p. 3).

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.

Interest Expense Ratio - The percentage of Total Accrual Receipts that is used for interest expense. Total Accrual Interest (p. 2) divided by Total Accrual Receipts (p. 3) times 100.

Labor and Management Income - (defined on page 15).

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.

Leverage Ratio - Dollars of debt per dollar of equity, computed by dividing total liabilities by total equity.

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

Machinery & Crop Expenses per Tillable Acre - A measure of the cost to produce crops on a tillable acre basis. Add total crop expenses (p. 2) and total machinery expenses (p. 9), then divide by number of tillable acres, owned & rented (p. 9).

Machinery & Crop Expense per Ton Dry Matter - A measure of the cost per ton of DM to produce a crop. It is not a measure of total costs to produce feed. Add total crop expenses (p. 2) and total machinery expenses (p. 9), then divide by total forage, production, tons DM (p. 9).

Milk Sold per Worker Equivalent for the Dairy Enterprise – Determined by dividing the total amount of milk produced in the year by the number of worker equivalents in the dairy enterprise

Net Farm Income - (defined on page 14).

Net Farm Income from Operations Ratio - The percentage of each gross dollar that is generated that is net farm income. Net Farm Income without Appreciation (p. 3) divided by Total Accrual Receipts (p. 3) times 100.

Net Farm Income without Appreciation per Cwt. - The amount of net farm income, without appreciation, per cwt., that the farm generated. Divide net farm income without appreciation (p. 3) by number of cwt. of milk sold, which is total milk sold (p. 10) divided by 100.

Net Farm Income without Appreciation per Cow - The amount of net farm income, without appreciation, per cow that the farm generated. Divide net farm income without appreciation (p. 3) by average number of cows for the year (p. 10).

Net Income Efficiency Ratio - A measure of how efficiently the business is in generating net income, taking into account the differences in number of operators, debt levels, and amount of unpaid family labor being used on a farm. Net farm income without appreciation minus unpaid family labor charge (p. 3), plus Accrual Interest Paid (p. 2), divided by number of operators (p. 3), divided by Total Accrual Receipts (p. 3) times 100.

Net Milk Receipts per Cwt. - The mail box price received by farmers before any farmer authorized assignments or deductions. Accrual Receipts from milk, per cwt. (p. 10) minus accrual milk marketing expense per cwt. (p. 10).

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 30).

Operating Expense Ratio - The percentage of Total Accrual Receipts that is used for operating expenses, excluding interest & depreciation. Total Accrual Expenses (p. 2) minus Machinery Depreciation (p. 2), minus Building Depreciation (p. 2), minus Accrual Interest Expense (p. 2), divided by Total Accrual Receipts (p. 3) times 100.

Opportunity Costs - 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.

Percent Herd on bST – Calculated by taking the accrual bST expense for the year and dividing by an average price of \$5.25 per dose, then dividing by 26, then dividing by the average number of milking and dry cows in the herd.

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.

Personal Withdrawals & Family Expenditures per Cwt. - The amount of money on a per cwt. basis that the family uses for family living and personal expenses. This is the total amount, per cwt., used by the family, including farm and nonfarm income. Personal withdrawals/family expense, including nonfarm debt payments (p. 7) divided by pounds milk sold (p. 10) divided by 100.

Personal Withdrawals & Family Expenditures per Cow - The amount of money on a per cow basis that the family used for family living and personal expenses. This is the total amount, per cow, used by the family, including farm and nonfarm income. Personal withdrawals/family expense, including nonfarm debt payments (p. 7) divided by average number of cows (p. 10).

Pounds of Milk Harvested per Hour of Milking Labor – Calculated by dividing the total pounds milk produced by the total number of labor hours used to operate the milking center for 1 year. The total number of labor hours is estimated by multiplying the number of hours to operate the milking center for one day, which was provided by the participating dairies, by 365. Operating the milking center includes setting up, milking, and washing down the milking center, but doesn't include time spent to bring cows to and from the milking center.

Pounds of Milk Harvested per Machine Per Year – Calculated by dividing the total pounds of milk produced for the year by the number of milking machines in the milking center.

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 the costs including the opportunity costs of the owner/manager's labor, management, and equity capital.

Purchased Inputs Cost of Producing Milk - (defined on page 30).

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 16).

Return on Total Capital - (defined on page 16).

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

Total Costs of Producing Milk - (defined on page 30).

Total Cows Milked Per Hour of Milking Labor Per Day – Determined by dividing the average number of milking and dry cows by the labor hours required to operate the milking center for a one day period.

Total Labor Costs per Worker Equivalent, All Labor - The average cost per worker equivalent when considering all labor (hired, paid family, family non-paid, and operators) used on the farm and total costs for this labor. Total Labor Cost (p. 11) divided by number of worker equivalents (p. 11).

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.

Worker Equivalents for the Dairy Enterprise – Determined by the farmer estimating how many of hours of labor are spent in the milking center and dairy complex performing all routine tasks. Labor spent in the field or in the dairy replacement enterprise is excluded. The daily labor estimate is multiplied by 365 days and then divided by 2,760 hours to get the number of worker equivalents.

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