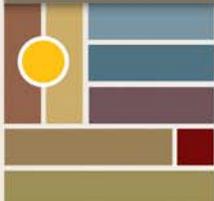




# BARNYARDS & BACKYARDS



## Living & Working on the Land THE BUILDING BLOCKS OF SUCCESS

UW Cooperative Extension Service  Profitable & Sustainable Agricultural Systems

### Living and Working on the Land conference offers ways to bolster your small-acreage know-how

Are you planning to attend the **Living and Working on the Land** conference this August in Riverton?

This special issue of *Barnyards and Backyards* offers information from speakers featured August 27-29 at **Living and Working on the Land: The Building Blocks of Success** in Riverton, Wyoming. The conference ([BlocksOfSuccess.org](http://BlocksOfSuccess.org)) is designed to bring rural Wyomingites together: American Indians, women managers of agricultural operations, livestock and alternative crop producers, small and begin-



ning operators, and small-acreage landowners. Persons attending will learn about methods for improving management skills and have a chance to interact with others interested in rural living.

If you're unable to attend the conference, you'll find useful information in this publication and benefit from the insight of the presenters. If you attend the conference, you'll see

the same variety plus talk with renowned speakers, experts, and peers during the sessions and tours (see page 8 for more information).

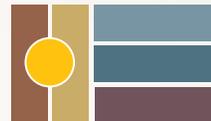
We're thrilled to have **Joel Salatin**, noted alternative farmer and author of *Holy Cows and Hog Heaven: A Food Buyers Guide to Farm Friendly Food and Family Friendly Farming*, and popular and humorous speaker **Jolene**

**Brown**. They and 21 other speakers will offer hands-on information.

Sessions cover topics such as

- Managing grazing animals on a few acres
- Developing strategies to strengthen small-farm economies
- Water-wise landscaping
- Management issues in American Indian country
- Leaving a legacy: Estate planning
- Improving personal relationships

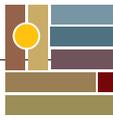
Seating is limited, so register early. Early registration is only \$45 for the first person from a family or property. Detailed information on registration and its benefits are at the conference Web site [BlocksOfSuccess.org](http://BlocksOfSuccess.org). This project is supported by a grant from the U.S. Department of Agriculture.



UNIVERSITY OF WYOMING  
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[barnyardsandbackyards.com](http://barnyardsandbackyards.com)



# Considerations in managing risk for American Indian operators

By Trent Teegerstrom

If running a farming or ranching operation – no matter its size or products grown – you need to know about risk management strategies and the programs to help manage risk.

There are increasing numbers of agriculture insurance products available as well as non-insurance programs specifically to help American Indian operators.

The Western Center for Risk Management Education and the U.S. Department of Agriculture's Risk Management Agency work to help increase skills and knowledge of these tools and programs.

Three things are needed to take advantage of risk management tools:

- (1) A good recordkeeping system for an operation is a must.
  - (2) Learning what educational and insurance programs are available.
  - (3) A team to help when needed.
- Let's look at each.

## Recordkeeping

Having a good set of records for an operation is the cornerstone to a business. Not only will records help the success of an operation but all of the insurance and risk management programs require some level of records.

Choose a recordkeeping system that works best for you – from a basic system of notebook, paper, and pencil to a sophisticated computer program that will track every aspect of an operation. The system chosen (1) must fit the owner and an operation and (2) must track the information needed to evaluate an operation and to meet the requirements of a risk management



program. Remember, even if current revenues are low or the majority of commodities are consumed by a family, records will help determine the total impact on a household budget relating to the cost of growing or raising products. Operators need to know what tradeoffs are occurring between household and family needs versus the agricultural operation.

## Programs available

Learn what educational, insurance, and other assistance programs exist in your area. Some educational opportunities may be available throughout the year.

Universities, commodity organizations, private companies, and other federal agencies provide a variety of training and tools to help improve knowledge and management skills. Operators want to improve opportunities for the long-term survivability of an operation and so do the organizations. Check with a local

commodity group or a local office of the University of Wyoming Cooperative Extension Service, Natural Resources Conservation Service (NRCS), Farm Service Agency (FSA), or Farm Credit Services to see what is offered. Not all insurance and assistance programs are available in every state or county. Finding out what is available and which ones fit an operation is important.

There are three non-insurance programs for American Indians and others not to overlook:

- (1) Assistance is often made available in regions throughout the country that Commodity Credit Corporation (CCC) determines have been affected by natural disaster and have received a presidential declaration or secretarial emergency designation. Current and past programs include a) Livestock Compensation Program (LCP), b) Live-

stock Indemnity Program (LIP), and c) The American Indian Livestock Feed Program. Check the FSA Web site for available programs in your area.

- (2) The Wool and Mohair Marketing Assistance Loan and Loan Deficiency Payment Program comes in two forms. Eligible producers can either request a nine-month marketing assistance loan or agree to forgo the loan and request a loan deficiency payment.
- (3) The National FSA American Indian Credit Outreach Initiative provides loans and other resources to assist in start-up and ongoing tribal operations.

All three are either administered by or in partnership with the FSA. These programs can work with many of the other insurance programs currently available, but they all require some form of records.

## Team to help

It's important to know where to go and who to talk to about all of the subjects covered. Avoid frustration by working with a team of people that can help locate needed tools and resources, and then offer support while the team is used. A team may include people from universities, federal agencies, and commodity organizations, and local individuals with knowledge and practical experience.

Here is a list of agencies and resources that can help:

**UW CES:** <http://ces.uwyo.edu/Countries.asp>

**NRCS:** [www.wy.nrcs.usda.gov/](http://www.wy.nrcs.usda.gov/)

**FSA:** [www.fsa.usda.gov](http://www.fsa.usda.gov)

**Intertribal Agriculture Council:** [www.indianaglink.com/](http://www.indianaglink.com/)

**National Ag Risk Education Library:** [www.agrisk.umn.edu/](http://www.agrisk.umn.edu/)

**National FSA American Indian Credit Outreach Initiative:** [www.indiancreditoutreach.com/](http://www.indiancreditoutreach.com/)

**Risk Management Agency:** [www.rma.usda.gov/](http://www.rma.usda.gov/)

**U.S. Department of Agriculture Office of Native American Programs:** [www.usda.gov/na/](http://www.usda.gov/na/)

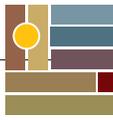
**Western Center for Risk Management Education:** [westrme.wsu.edu/](http://westrme.wsu.edu/)

**Western Farm Management Extension Committee:** [agecon.uwyo.edu/WFMEC/](http://agecon.uwyo.edu/WFMEC/)

**Western Risk Management Library:** [agecon.uwyo.edu/RiskMgt](http://agecon.uwyo.edu/RiskMgt)

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## Controlling weeds in horse pastures

By Scott Hininger and Stephen Enloe

Weeds are a common problem for landowners with both large and small acreages throughout Wyoming. While many people consider weeds an agricultural problem, the reality is weeds also have serious impacts on rangelands, roadsides, and suburban areas.

For small-acreage landowners, weed problems are often at higher levels due to increased land disturbance and heavy grazing pressure. If not properly managed, even a few animals kept in a small area can be a recipe for disaster. Grazing animals will selectively feed on the most desirable grasses and forbs while leaving the bitter, coarse, spiny, and generally unpalatable plants untouched. While most desirable grasses and forbs are adapted to some grazing, overuse eventually weakens them to the point of decline and even death, giving weeds the chance they need to get well established. Weeds also can affect the nutrition and health of livestock, especially horses.

Educating yourself to proper pasture management, weed identification, and how weeds spread will not only help keep your horse healthy, but it will also increase the aesthetic view of the range or acreage. There are 25 weeds in Wyoming considered "noxious" by the Wyoming Department of Agriculture. Weeds designated as noxious are the responsibility of the landowner to control, according to state law. There are weed and pest offices located in all counties that offer advice on controlling these weeds.

The first step to control is to correctly identify the weeds in a pasture. Weeds can be controlled by using chemical, biological, or mechanical methods. The final step in controlling weeds is having a healthy pasture. This can be accomplished by proper grazing management, use of competitive grasses, and proper irrigation methods.

There are several sources of information concerning weeds and weed management available to Wyoming residents. Local University of Wyoming Cooperative Extension Service (UW CES) offices and weed and pest district offices can provide advice and resources for understanding weeds and developing effective weed-management strategies. A list of UW CES offices can be found at <http://ces.uwyo.edu/Counties.asp>. Contact information for weed and pest offices is at [http://www.wyoweed.org/wp\\_dist.html](http://www.wyoweed.org/wp_dist.html).

Publications that can help include *Weeds of the West* at <http://ces.uwyo.edu/wyoweed/wyoweed.htm>, and the *Weed Management Handbook for Montana, Utah, and Wyoming* at <http://ces.uwyo.edu/pubs.asp>.

Web sites offering weed information include the Wyoming Cooperative Agricultural Pest Survey at [www.uwyo.edu/capsweb](http://www.uwyo.edu/capsweb), the Wyoming Weed and Pest Council at [wyoweed.org](http://wyoweed.org), the Weed Science Society of America at [www.wssa.net](http://www.wssa.net), and the Center for Invasive Plant Management at [www.weedcenter.org](http://www.weedcenter.org).

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**Stephen Enloe** is the weed specialist for the UW CES and can be reached at (307) 766-3113 or [sfenloe@uwyo.edu](mailto:sfenloe@uwyo.edu).

## Feasibility of alternative rural enterprises course available

By John Hewlett, Jeffrey Tranel, and Rodney Sharp

Considering an alternative enterprise? Concerned about the additional risk of taking on a new enterprise in your business?

The ability to select, plan, and evaluate new and existing business enterprises is an increasingly important skill to help reduce business risk and increase opportunities for success.

The *Feasibility of Alternative Rural Enterprises* course (go to <http://rightrisk.org/> and click on the Products link) presents a step-by-step approach to defining an agricultural enterprise, setting goals, planning for success, and evaluating and managing the risks.

The course begins by defining agricultural enterprises and illustrating the differences between traditional and alternative enterprises. Enterprises are activities that combine limited resources (dollars or inputs) to generate saleable goods or services. Isolating revenues and expenses from each individual enterprise is a great start for evaluating an existing business and determining if a new enterprise will improve the business.

Alternative enterprises in Wyoming range from a xeric (low water) plant nursery to raising organic beef to growing cold-hardy varieties of grapes for locally produced wine. The Wyoming Business Council ([www.wyomingbusiness.org/](http://www.wyomingbusiness.org/)), University of Wyoming Cooperative Extension Service (<http://ces.uwyo.edu/>



Counties.asp), and Wyoming Small Business Development Center (<http://uwadmnweb.uwyo.edu/SBDC/>) are great resources for better understanding the regulations, financing, and assistance packages available to individuals interested in creating an alternative enterprise.

Increasing profitability, debt reduction, and steady growth in net worth are all common goals for rural businesses. The enterprises selected will determine if goals are attainable. Producers often have a range of crop and livestock enterprises from which to choose. Through planning and analysis, entrepreneurs can select which combination of enterprises will provide a means of reaching their goals.

Consumers are increasingly segmenting into distinct market niches seeking selected product characteristics. The course encourages producers to think beyond traditional products and markets to meet these growing demands.

Course participants will next experience the process of planning and analyzing existing or planned enterprises. A SWOT analysis (Strengths, Weaknesses, Opportunities, and Threats) should be performed for each enterprise. Most new businesses fail due to lack of proper planning. Entrepreneurs can greatly enhance their chances of success by assessing the feasibility of an idea. Before beginning, conduct personal, production, market, and economic assessments for each potential alternative enterprise.

Risk analysis and management is the final lesson in the course. Rural business managers are forced to manage and operate in a high-risk environment. Poor yields, low market prices, high costs, and other unfavorable outcomes impact the opportunity for agricultural managers to be successful.

Risk management is the practice of managing the resources of the operation in such a way as to maintain an acceptable level of risk and to face different risks and risk-management strategies. The course discusses the



five sources of risk: production, marketing, financial, legal, and human resource. Planning for and designing a management strategy for each risk area helps ensure a better chance of success for the enterprise.

The *Feasibility of Alternative Rural Enterprises* course is designed to help producers evaluate existing or new alternative enterprises. Content includes individual assessments at the end of each lesson and interactive activities to help understand the concepts.

The course was developed by members of the RightRisk Team, a group of risk-management educators from eight western universities, including the University of Wyoming, specializing in interactive risk-management education products for agricultural producers.

Future presentations and more information about RightRisk courses are available at [RightRisk.org](http://RightRisk.org). Requests for additional information may be e-mailed to [Information@RightRisk.org](mailto:Information@RightRisk.org).

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## Wyoming's landscape offers opportunities for rural entrepreneurs

By Milt Green and Leslie Kedelty

The rural landscape in Wyoming is abundant with natural amenities, a rich heritage, and a love of Western culture appreciated worldwide.

The question becomes: So what? How should this resource be marketed to preserve the rich heritage of the multi-generational families across the state? How can this enormous resource be shared globally while preserving the heritage for future generations?

The interest in experiential tourism or tourism that gives the participants hands-on experiences has grown exponentially the past few years. The groundswell for this type of tourism was originally depicted with the *City Slicker* movie theme of the '90s and has carried over in the new millennium. Major theme parks across the United States have heard the message and captured experiential tourism concepts very well.

Wyoming is perfectly positioned in the experience-related tourism marketplace but little movement appears to be occurring.

There are two demographic movements across the state that support the marketing opportunities in rural recreation. The first is the dramatic increase in small-acreage development. According to a recent research study, many of those who



own small-acreage properties have no interest in developing a business enterprise, but some do and rural recreation or experiential recreation enterprises are very good considerations for the family interested in supplementing the family disposable income.

The other economic change taking place is the number of farms and ranches across Wyoming considering enterprise diversification to spread market risk and increase net farm income. The business ideas are rarely difficult to create, but marketing and financial package development prove much more difficult.

Experiential tourism offers some unique advantages to those engaged in rural business development. From U-Pick operations to the processing of goat milk soap, the opportunities appear endless for the rural entrepreneur.

For example, many tourists are interested seeing how soap can be processed from goat milk. There is an inner desire for tourists in today's market to get their hands in the process and actually experience making soap or picking apples or shearing sheep. Most rural business owners, however, have never been trained in dealing with tourism-based business, and that is a major challenge.

Although the rural experiential enterprise is designed to minimize luxury, there are certain amenities that even the adventure tourist expects. Beyond employee training for provision of these simple basic comforts, much of rural tourism training needs should focus on managing risk and reducing risk exposure to the customers.

A key to the success of a rural tourism enterprise is in a well-designed market plan. Who is going to buy the product? How will the customers find the business? Does a well-defined need exist for the product or service? Why is the product of interest to the adventure tourist? Marketing is a huge challenge for the rural entrepreneur.

Building a financial package is another challenge and many times the most difficult hurdle for the rural entrepreneur. Generally, the product or service does not have a proven financial history in the area. Financial institutions are

hesitant to finance enterprises that do not have a successful financial history. Thus, the rural tourism enterprise must demonstrate a very well thought-out tactical strategy to receive financial support.

Wyoming is fortunate and different from surrounding states because, as the least populated state in the nation, it supports and maintains a strong infrastructure of financial and technical assistance institutions available to support small business ventures.

The Small Business Development Centers, U.S. Department of Agriculture Rural Development, Small Business Administration, Wyoming Business Council, Wyoming Travel and Tourism Division, University of Wyoming Cooperative Extension Service, and other public and private institutions are committed to assisting any and all persons interested in developing rural tourism enterprises. The opportunities are endless.

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## Sustaina

By Jim Freeburn

Have you been mulling over a great idea for improving farm or ranch production, but you just don't have the money to give it a whirl? There is a grant program looking for you!

The Western Region Sustainable Agriculture Research and Education (WSARE) is a competitive grants program of the U.S. Department of Agriculture that supports economically viable, environmentally sound, and socially responsible agricultural systems.

Several types of competitive grants are available.

One is the Farmer/Rancher Grant, which allows recipients to conduct research and/or on-farm demonstrations and educational outreach in areas of sustainable agriculture.

WSARE is particularly interested in projects that help meet its program goals, which are to:

1. Promote good stewardship of the nation's natural resources by providing site-specific, regional, and profitable sustainable farming and ranching methods that strengthen agricultural competitiveness; satisfy hu-

## True Colors

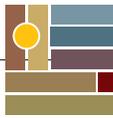
By Tammie Jensen

"Valuing differences and creating unity" is the main theme behind the *True Colors* training. Don Lowry created the metaphor *True Colors* to help us understand complicated personalities and learning theories and put them into practical terms all can use and understand.

Lowry founded the Santa Ana, California-based *True Colors* in 1978 to help people discover their own strengths and understand human behavior, and his workshops help them do this in a fun, easy, and entertaining manner.

A *True Colors* workshop will be one of the sessions offered at the **Living on the Land: The Building Blocks for Success** conference August 27-29 in Riverton.

Increased understanding of individuals and others can help people, including Wyoming residents living on small acreages, function more effectively in their day-to-day interactions



# able agriculture farmer/rancher grants available



- man food and fiber needs and maintain and enhance the quality and productivity of soil; conserve soil, water, energy, natural resources, and fish and wildlife habitat; and maintain and improve the quality of surface and groundwater.
- Enhance the quality of life of farmers and ranchers and ensure the viability of rural communities, for example, by increasing income and employment, especially profitable self-employment and innovative marketing opportunities in agricultural and rural communities.
- Protect the health and safety of those involved in food and farm systems by reducing, where feasible and practical, the use of toxic materials in agricultural production and optimizing on-farm resources and integrating, where appropriate, biological cycles and controls.
- Promote crop, livestock, and enterprise diversification.
- Examine regional, economic, social, and environmental implications of adopting sustainable agriculture practices and systems. The amount that can be

requested for a Farmer/Rancher Grant is \$15,000 for one producer or a total of \$30,000 for a project involving three or more producers.

What should a producer consider when contemplating applying for a Farmer/Rancher Grant?

- The WSARE Web site (<http://wsare.usu.edu/grants/>) offers general information about its programs and applying for grants. Take a look at the information provided for Farmer/Rancher Grants. Determine if your idea is one WSARE might fund and if you are willing to take on all the responsibilities and time commitments such grants require. Make sure you can meet any requirements outlined. Information for the upcoming application period (2008) is on the WSARE Web page. Deadline for applications is December 7.

- Next, write down the goals of the proposed project and how you would go about carrying it out. What are the resources needed in the areas of time, equipment, personnel, supplies, etc., to pull it off?
- After those have been outlined, find an agricultural or natural resource professional

who might be interested in collaborating in this project, since these grants require such a professional to serve as a technical adviser. Bounce the idea off these professionals to see if they'd like to join the proposed project in this capacity; they might have some additional ideas that could refine the project and/or the proposal (oftentimes these folks are local cooperative extension educators or Natural Resources Conservation Service employees)

- Set aside a block of time to write the proposal and have it ready to be submitted before the December deadline. (Read it ahead of time to prepare and then sit down and do it – it's only a couple pages long.)

What do reviewers look for when reading a proposal?

- Did the applicant follow directions in the Request For Applications (RFA)? (Basically did you give them the information they requested in the format they requested it in? If not, the application may be thrown out without further review.)

- Did the applicant think the project out thoroughly and create a clear plan of action, and was it all clearly communicated

to the reviewers? Don't assume reviewers will understand or know things they aren't told.

- Does the project address WSARE's goals?
- Is the idea creative, and could it, if successful, be used by other farmers and ranchers?
- Does it seem feasible? (Can it be pulled off with the resources requested?)
- Does the applicant have a plan to communicate results of the project to others?

Grant programs such as this one provide great opportunities for possibly once-in-a-lifetime opportunities to test ideas; however, they also require good planning and commitment of substantial amounts of time and effort.

Read the RFA very carefully, give it intensive consideration, and then decide whether to give it a whirl. For more information, visit the WSARE Web page, call the WSARE office at Utah State University at (435)797-2257, or e-mail [wsare@ext.usu.edu](mailto:wsare@ext.usu.edu).

**Jim Freeburn** is regional training coordinator for Western SARE and can be reached at (307) 837-2000 or [jfreeburn@uwyo.edu](mailto:jfreeburn@uwyo.edu).

## training discerns personality traits, understanding

with others. This, in turn, can help them achieve goals, including those related to property management, personal relationships, and business enterprises.

Some of the benefits gained from participating in this program include:

- Opening the door to successful relationships and providing a climate for effective learning.
- Helping recognize and encourage potential in others.
- Providing an opportunity to open our hearts and minds to our own potential.
- Bridging gaps in communication, which lead to mutual respect and compassion.

The theory behind *True Colors* is not new. It can be traced back to Hippocrates, who identified four types of human beings. *True Colors* identifies personality types as: gold, traditionalists, organizers; blue,



caregivers; green, thinkers; orange, fun-loving, creative.

The "magic" of *True Colors* is the manner in which these various personality and temperament types are discovered. Most personality tests are administered by a pencil-and-paper test, which is answered and scored. This information is

then keyed to an interpretation sheet that describes a person based on results of "the test."

*True Colors* begins with sorting game cards. Instead of a test, the "player" selects his or her preferences from a deck of choices. Each card requires individuals to read the information provided and then "connect" with the described traits or characteristics. The "player" then considers these descriptions and sorts the cards from the one most like his or her character to the one least like the character. The result is an opportunity for the "player" to internalize the character descriptions from the beginning and connect with those traits by individual association. Learning and understanding of one's personality begins immediately, and application quickly follows.

Once participants know and understand their personality type and the personality types of others, they can begin to build successful relationships.

Family, friends, and people with whom we work tend to have a major influence on our attitudes, beliefs, and behaviors. It is common for individuals with the same "primary *True Colors*" to develop close relationships. This can be good and bad. When two people of the same "key color" spend a lot of time together, they reinforce each other's values and needs. They may get along well with each other and their relationship is harmonious; however, since they are constantly supporting similar values and needs, their relationship can create a narrow outlook for them as individuals.

On the other hand, if relationships don't reinforce the self-esteem of each individual, one or both individuals may develop an unhealthy self-perception. This can easily lead to behaviors counterproductive to both the relationship and each individual's self-esteem.

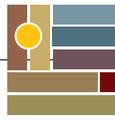
The needs of our families, friends, co-workers, and clients

can be better met if we can deal with them in light of their *True Colors*. *True Colors* is a perfect way to introduce issues that surround diversity and individual differences.

Through *True Colors*, the unique differences between people can be discovered, and we begin to see our strengths. Hence, differences are to be celebrated. Once this understanding is developed, we can form stronger groups as these differences are represented and develop a "jumping off spot" to start discussions and to build stronger teams. Most of all, we better understand ourselves and others, which reaps many benefits.

To learn more about *True Colors*, go to [www.truecolors.org](http://www.truecolors.org).

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# Enterprising Rural Families: Helping families manage rural enterprises for success

By Bill Taylor, John Hewlett, and Randy Weigel

*Enterprising Rural Families* consists of two courses designed to assist families manage rural enterprises for success.

The courses were conceived by University of Wyoming Cooperative Extension Service educators in Wyoming working with collaborators in Queensland, Australia, and British Columbia, Canada.

A visual model describes the interlinking and overlap of the components of the family-business enterprise system – the individual, family, business, and community. The family enterprise at the center of the model depicts the process where the three independent systems overlap to form a common boundary.

The first system is the individual system. Each individual is a system of complex factors that makes up that person. The ways in which these factors mix contribute to the type of interaction the individual has with others in the family and business.

The second system is the family. This system is composed of two or more members, serving to nurture the individuals and provide harmony.

The third system is the business. One purpose of a business is to generate a return in excess of cost to further the goals of its ownership. The focus is on business management that includes the business's vision and mission, the position of the business within the industry, the management of resources, and the external and internal challenges facing the business, among other issues.

Finally, the community surrounds the three systems. The external environment surrounding the individual, family, and business systems is yet another factor the family enterprise must contend and interact with.

The resulting family enterprise – an assemblage of an individual, family, and business system, along with the community – forms a complex, unique whole. The family enterprise represents an area of overlap where the independent systems connect with each other to form the



core: a focal point represented at the model's center.

## Strategic Planning and Goal Setting course

*Strategic Planning and Goal Setting* is designed to help participants understand the uniqueness of the enterprise managed by a family in the world of business and a number of the risks and issues an operation faces.

Family businesses are composed of distinctive, interactive systems that impact operation and success. The successful businesses share common characteristics that enhance strengths and compensate for weaknesses. One method to build on the strengths of the family business is to use proper vision-

ing and planning processes. This allows members of the team to assume roles that most closely fit their skills. Such steps will build the sustainability and longevity of the family business from generation to generation.

*Strategic Planning and Goal Setting* utilizes several tools:

- Scenarios of two example families in business to illustrate various aspects of the course content,

- Four worksheets and assessments,
- Seven readings to expand on course material, and
- Twenty-two interactive components and exercises to enhance participant learning.

## Resource Inventory course

A clear picture of the resources available must be developed before family business owners can fully appreciate their choices and options. Conducting a resource inventory is part of the strategic level of management. Individuals take a hard look at what they have to draw from to make the enterprise a success. This process may lead to the discovery of new strengths or previously unknown weaknesses.

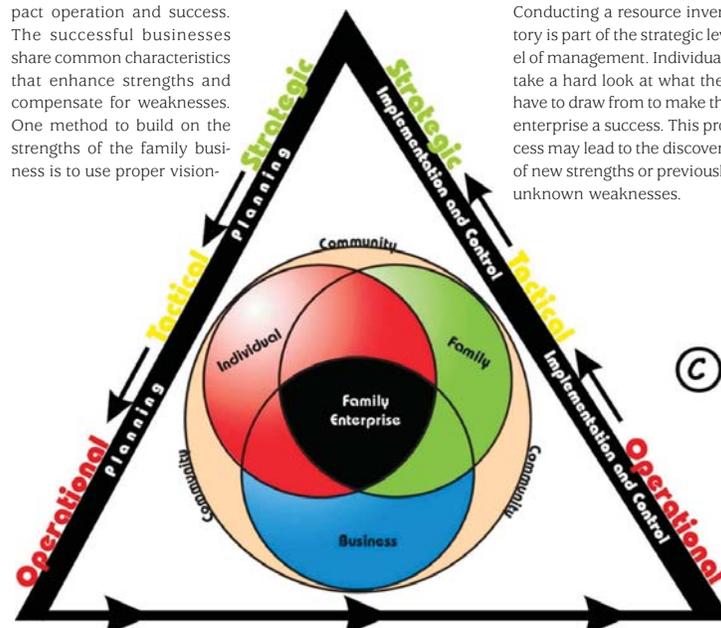
The *Resource Inventory* course is designed to help the family business consider all the resources available. These resources are available from a variety of sources and systems. Systems considered in the course include:

- Individual System – Inventorying the system looks at the skills of the individuals needed for success, including vision and strategic management, communication, and personal management.
- Family System – Documenting this system includes evaluating the work – family balance, assessing individual-family roles and responsibilities, and family decision-making style.
- Business System – Assessing this system involves investigating the following components: industry and market, financial situation, physical and natural resources, human resources, business infrastructure, and intellectual property.

The *Resource Inventory* course utilizes several tools, including 22 system inventories, eight readings to embellish course material, and 13 interactive components and exercises to enhance participant learning.

Schedules for courses and more information about *Enterprising Rural Families: Making it Work* (ERF) are available at eRuralFamilies.org. Requests for a free subscription to the ERF electronic newsletter or other inquiries may be e-mailed to [Information@eRuralFamilies.org](mailto:Information@eRuralFamilies.org).

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The Enterprising Rural Families Model



## 'Beeing' good: business turns honey into sweet profit

By Rachel Girt

More than 30 years ago, an eye doctor told Bessie Zeller she had to cut sugar from a son's diet to make his eyes better. This prompted Zeller to experiment using honey as a sugar substitute.

Zeller made honey taffy at home in Lovell, which became the basis for Queen Bee Gardens, a company that produces gourmet hand-dipped candies.

"We didn't know much about starting a business or marketing when we first started this business 30 years ago," Zeller admits.

For the first three years of operation, Queen Bee Gardens made taffy in nine flavors. Several years later, Zeller turned a recipe for caramels with substituted honey and pecans into a new line of caramel candies. The Zellers cut and wrapped all of the products by hand. Today, the company produces about 200,000 pounds of candy each year.

To get rid of some of the honey's moisture, Zeller's

husband, Clarence, made his own vacuum cooker out of a pressure cooker. She figured out how to make everything taste and look good. "He did the mechanical part; I did the formulas," Zeller says.

Several years later at a trade show, the Zellers met a man who suggested they make truffles from their honey. Because she already had a good base to start with, she just had to figure out how to incorporate chocolate to make truffles.

While attending a fancy food show in New York City, Queen Bee won first prize for taste, beating out companies like Nestle.

Queen Bee uses only natural ingredients with no preservatives. "We put out exceptional products. I'm very particular about our ingredients and how we make the products," Zeller says. "We have a good product. It is good and fresh."

To her knowledge, Zeller believes no other company makes honey-only candy. She has seen other candies with

honey in them, but they also contain sugar.

Queen Bee Gardens stresses gourmet taste and say they produce some of the world's finest hand-dipped candies.

They ship their candy to every state in the United States, but the majority of buyers are in California. They sell their products directly to stores and over the Internet. Their busiest production time is during fall and right before Christmas. One of their main sources of advertising is participating in trade shows.

Members of the family attend trade shows every year. "Nothing has worked like trade shows," says Zeller. "We give out samples – that's what sells it."

The business continues to be a family operation with sons Gene and Von in the business and their daughter, Sidney, working on the Web site and catalogs. Some of the grandchildren work during the summer when they're not in school.

The business has had to overcome hard times over the years. One of the worst occurred in 1993 when the candy factory burned down, destroying all of the candy making equipment, so the Zellers built the factory from ground up. Eventually, they bought an old grocery store building in Lovell for their operation.

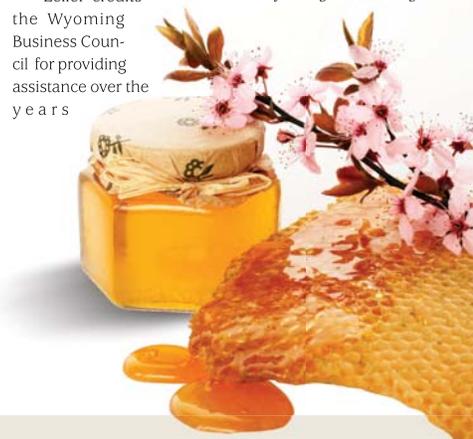
Currently, the Zellers have 2,000 colonies of bees, which produce up to 500,000 pounds of honey a year.

Zeller credits the Wyoming Business Council for providing assistance over the years

with trade show incentive grants, bringing their product to trade shows, and helping them learn how to present at trade shows.

For more information on Queen Bee Gardens, visit [www.queenbeegardens.com](http://www.queenbeegardens.com).

**Rachel Girt** is manager of marketing and public relations for the Wyoming Business Council (WBC). She can be reached at (307) 777-2851 or [rachel.girt@wybusiness.org](mailto:rachel.girt@wybusiness.org). The WBC's Web site address is [www.wyomingbusiness.org](http://www.wyomingbusiness.org)



## Women managers of ag operations – a growing trend in Wyoming

In 2002, the number of farms/ranches managed by women as principal operator across Wyoming totaled 1,532. This is up sharply from the total of 940 reported in 1997, 794 reported in 1992, and 729 reported in 1987.

Collectively, these managers control more than 2.5 million acres across the state, the majority of which are more than 180 acres (678 operations).

Many report they are 45 years of age or older (1,129). Fully 294 operators reported they are 65 or more.

Most are full owners of the operations they manage, 1,117 farms. This compares with 415 farms that are managed by part owners or by tenants. Only 52 operators, or 3 percent, reported a hired manager as the principal operator.

The typical woman-managed farm is family or individually owned (sole proprietorship); however, 165 operations reported two or more women operators working together.

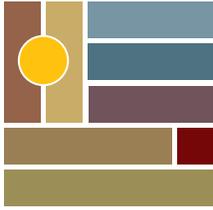
The majority raise beef cattle and other animals on 1,207 farms, which represents 79 percent of the operations. The balance report crop production of some type.

Income from agriculture comprises more than 25 percent of total household income on 509 of the farms and more than 75 percent for 219 of the farms.

A total of 356 farms, or 23 percent of the operations managed by women, report earning more than \$25,000 in 2002.

Finally, these operators are not bashful about using technology, with 882, or 58 percent, reporting using computers to manage the farm business or for Internet access.

This information was compiled from the 2002 *Census of Agriculture* published by the U.S. Department of Agriculture's National Agricultural Statistics Service. The information is compiled every five years, and the 2007 *Census of Agriculture* will not be available until February 2009.



# Living & Working on the Land

## THE BUILDING BLOCKS OF SUCCESS

<http://blocksofsuccess.org> • August 27-29 in Riverton, WY

### Learn how to address the practical problems of managing your acreage in Wyoming.

This unique event combines tours, concurrent sessions, discussions, and nationally known speakers such as author, speaker, and farmer Joel Salatin and professional speaker and humorist Jolene Brown. These workshops are designed to bring livestock and alternative-crop producers and small and beginning operators together with women and American Indian owner/operators.



**Joel Salatin** is a third-generation farmer in Virginia's Shenandoah Valley. He believes healing the land and making it agriculturally productive can be done at the same time using principles not dependent upon size. He will speak about developing an understanding of the interrelationships between plants and animals, the need for diversity, and how

direct marketing can be a part of vibrant rural communities. ([polyfacefarms.com](http://polyfacefarms.com))



**Jolene Brown** is a professional speaker who brings humor, hope, and helpful ideas to those who want to celebrate life and learn skills for the human and sometimes humorous side of their world. She'll speak about how the benefits of a positive sense of humor extend to better health, understanding important issues, and positive relationships. How long has it been since you've

really laughed and celebrated who you are and what you do? ([JoleneBrown.com](http://JoleneBrown.com))

## Agenda

### Holiday Inn in Riverton

#### Day 1

Registration begins at 1:30 p.m.  
Tours and reception

#### Day 2

Opening ceremony  
Keynote speaker – Joel Salatin  
Financial records management  
Water-wise landscaping  
Range monitoring  
Developing Strategies to Strengthen Small Farm Economies  
Leaving a Legacy  
Luncheon speaker – Joe Hiller  
Assessing Alternative Enterprises  
Wind River Conservation District  
Financing Upstart Operations  
Windbreaks for Wyoming  
Enterprising Rural Families: Helping Families Manage Rural Enterprises for Success  
Keynote Dinner Speaker – Jolene Brown

#### Day 3

Managing Grazing Animals on a Few Acres  
Managing Risk  
Farm Recreation  
Grant Funding Opportunities through WSARE  
*True Colors* – Personality and People  
Controlling Weeds on Your Acreage

#### Tours

Tours before and after the conference allow attendees to see model acreages and talk to managers. Tentative plans are for Tour I to show how acreage owners have improved their property, and Tour III will show how agriculturalists have created small-business opportunities. See [BlocksofSuccess.org](http://BlocksofSuccess.org) for detailed tour information.

### The Building Blocks of Success • August 27-29, 2007

One registration per form; form may be duplicated. Clearly print your name as you would like it to appear on your nametag.

*Registration cannot be processed until payment is received.*

Name \_\_\_\_\_

Business/Affiliation \_\_\_\_\_

Address \_\_\_\_\_

City/State/Zip \_\_\_\_\_

Daytime Phone # \_\_\_\_\_

E-mail \_\_\_\_\_

If you are a UW employee, please check here  and list your department.

The University of Wyoming is committed to making this course accessible to all individuals. If you have special dietary needs or a disability and require accommodations to participate in this activity, please check here . You will be contacted by the Office of Conferences and Institutes to discuss your specific needs.

**Registration Fees:** Includes all conference meals, breaks, tours, two nights motel (Aug. 27-28; see "Accommodations") and all conference materials.

**On or before Aug. 15** Individual registration.....\$45 .....\$ \_\_\_\_\_

Second person from same family/business.....\$25 .....\$ \_\_\_\_\_

Name: \_\_\_\_\_

**Tours:** For planning purposes, please indicate which tours you will be participating in and the number of individuals for each.

Tour I: Monday, August 27 \_\_\_\_\_ # attending

Tour II: Wednesday, August 29 (same as Tour I) \_\_\_\_\_ # attending

Tour III: Wednesday, August 29 \_\_\_\_\_ # attending

**Total Amount Enclosed** \$ \_\_\_\_\_

• **Register by Mail:** Send this form and payment to:

UW Office of Conferences and Institutes/ Building Blocks

Dept. 3972, 1000 E. University Ave. Laramie, WY 82071

**Make checks payable to:** University of Wyoming, Building Blocks

VISA/MasterCard/American Express

Card #: \_\_\_\_\_ Exp. date: \_\_\_\_\_

• **Register Online:** [www.blocksofsuccess.org](http://www.blocksofsuccess.org)

• **Register by Phone:** Call (877) 733-3618, ext. 2, or (307) 766-5249

or **Fax** (307) 766-3914. You must use a VISA/MasterCard/American Express to register by phone or fax.

• **Cancellation/Refund Policy:** Cancellations received in writing on or before Aug. 15 will receive a full refund. After Aug. 20, a \$25 administrative fee will be assessed. All cancellations must be received in writing.

• No refunds for no-shows.