



Section IV
Table of Contents (Alphabetical) (WYOMING) May 1999

Practice (Unit)	Discipline	Date	Code
Access Road (Ft.)	Engineering	Jan-89	560
Alley Cropping (Ac.)	Agronomy	Jun-98	311
Animal Trails and Walkways (Ft.)	Eng/Range	Sep-98	575
Bedding (Ac.)	Engineering	Jan-89	310
Brush Management (Ac.)	Range	Jun-96	314
Channel Vegetation (Ac.)	Agronomy	Oct-77	322
Chiseling and Subsoiling (Ac.)	Agronomy	Jun-96	324
Clearing and Snagging (Ft.)	Engineering	Jan-89	326
Commercial Fishponds (Ac.)	Biology	Jan-89	397
Composting Facility (No.)	Agron/Eng	Jan-89	317
Conservation Cover (Ac.)	Agronomy	Jun-96	327
Conservation Crop Rotation (Ac.)	Agronomy	Jun-96	328
Constructed Wetland (Ac.)	Eng/Bio	Aug-98	656
Contour Farming (Ac.)	Agronomy	Jun-96	330
Controlled Drainage (Ac.)	Engineering	Dec-90	335
Covered Anaerobic lagoon (Interim) (No.)	Engineering	Jan-89	360
Cover and Green Manure Crop (Ac.)	Agronomy	Jun-96	340
Critical Area Planting (Ac.)	Agronomy	Jun-96	342
Cross Wind Ridges (Ac.)	Agronomy	Jun-96	589A
Cross Wind Stripcropping (Ac.)	Agronomy	Jun-96	589B
Cross Wind Trap Strips (Ac.)	Agronomy	Jun-96	589C
Dam, Diversion (No.)	Engineering	Jan-89	347
Dam, Floodwater Retarding (No. and Ac.-Ft.)	Engineering	Jan-89	402
Dam, Multiple-Purpose (No.)	Engineering	Jan-89	349
Dike (Ft.)	Engineering	Jan-89	356
Diversion (Ft.)	Engineering	Feb-95	362
Early Successional Habitat Development/Mgt (Ac.)	Biology	Aug-98	647
Fence (Ft.)	Range	Jun-96	382
Field Border (Ft.)	Biology	Jan-89	386
Filter Strip (Ac.)	Engineering	Jan-89	393
Firebreak (Ft.)	Forestry	Jun-94	394
Fish Raceway or Tank (Ft.) or (Ft')	Biology	Jan-89	398
Fish Stream Improvement (Ft.)	Biology	Jan-89	395
Fishpond Management (No.)	Biology	Jan-89	399
Floodwater Diversion (Ft.)	Engineering	Jan-89	400
Floodway (Ft.)	Engineering	Jan-89	404
Forage Harvest Management (Ac)	Agronomy	Jan-97	511
Forest Harvest Trails & Landings (Ac.)	Forestry	May-96	655
Forest Stand Improvement (Ac.)	Forestry	Jun-94	490
Forest Site Preparation (Ac.)	Forestry	Jun-94	490
Grade Stabilization Structure (No.)	Engineering	Oct-85	410
Grassed Waterway (Ac)	Agron/Eng	Oct-85	41
Grazing Land Mechanical Treatment (Ac.)	Range	Jun-96	54
Hedgerow Planting (Ft.)	Biology	Oct-77	4
Heavy Use Area Protection (Ac.)	Engineering	Jan-89	56





Practice (Unit)	Discipline	Date	Code
Herbaceous Wind Barriers (Ft.)	Agronomy	Jun-96	422A
Hillside Ditch (Ft.)	Engineering	Jan-89	423
Irrigation Canal or Lateral (Ft.)	Engineering	Jan-89	320
Irrigation Field Ditch (Ft.)	Engineering	Jan-89	388
Irrigation Land Leveling (Ac.)	Engineering	Jan-89	464
Irrigation Pit or Regulating Reservoir (No.)			
Irrigation Pit	Engineering	Jan-89	552-A
Regulating Reservoir	Engineering	Jan-89	552-B
Irrigation Storage Reservoir (No. & Ac. Ft.)	Engineering	Jan-89	436
Irrigation System (No. & Ac.)			
Sprinkler	Engineering	Jan-89	442
Surface and Subsurface	Engineering	Jan-89	443
Trickle	Engineering	Jan-89	441
Irrigation System, Tailwater Recovery (No.)	Engineering	Jan-89	447
Irrigation Water Conveyance (Ft.)	Engineering		
- Ditch & Canal Lining			
Nonreinforced Concrete		Jan-89	428-A
Flexible Membrane		Jan-89	428-B
Galvanized Steel		Jan-89	428-C
- Pipeline			
Aluminum Tubing		Jan-89	430-AA
Asbestos-Cement		Jan-89	430-BB
Nonreinforced Concrete		Jan-89	430-CC
High-Pressure, Underground, Plastic		Jan-89	430-DD
Low-Pressure, Underground, Plastic		Jan-89	430-EE
Steel		Jan-89	430-FF
Reinforced Plastic Mortar		Jan-89	430-GG
Rigid Gated		Jan-89	430-HH
Corrugated Metal (Interim)		Jan-83	430-II-1
Corrugated Metal, Ribbed or Profile Wall,		Jan-93	430-JJ-1
Thermoplastic (Interim)			
Irrigation Water Management (Ac.)	Engineering	Jan-89	449
Land Clearing (Ac.)	Engineering	Jan-89	460
Land Reclamation	Engineering		
Fire Control (No.)		Oct-88	451
Shaft & Adit Closing (No.)		Oct-88	452
Landslide Treatment (No. & Ac.)		Oct-88	453
Subsidence Treatment (Ac.)		Oct-88	454
Toxic Discharge Control (No.)		Oct-88	455
Highwall Treatment (No. & Ft.)		Oct-88	456
Land Reconstruction, Abandoned Mined Land (Ac.)	Engineering	Jun-96	543
Land Reconstruction, Currently Mined land (Ac.)	Engineering	Jun-84	544
Land Smoothing (Ac.)	Engineering	Jan-89	466
Lined Waterway or Outlet (Ft.)	Engineering	Jan-89	468
Manure Transfer (No.)	Engineering	Jul-97	634
Mechanical Forage Harvesting (Ac.)	Agronomy	Jun-96	WY-XX
Mole Drain (Ft.)	Engineering	Jan-89	482
Mulching (Ac.)	Agronomy	Jun-96	484





Practice (Unit)	Discipline	Date	Code
Nutrient Management (Ac.)	Agronomy	Jun-96	590
Obstruction Removal (Ac.)	Engineering	Jan-89	500
Open Channel (Ft.)	Engineering	Jan-89	582
Pasture & Hay Planting (Ac.)	Agronomy	Jun-96	512
Pest Management (Ac.)	Agronomy	Jun-96	595
Pipeline (Ft.)	Engineering	Jan-89	516
Pond (No.)	Engineering	Jan-89	378
Pond Sealing or Lining (No.)	Engineering		
Flexible Membrane		Jan-89	521 -A
Soil Dispersant		Jan-89	521 -B
Bentonite Sealant		Jan-89	521 -C
Cationic Emulsion-Waterborne Sealant		Jan-89	521-D
Asphalt-Sealed Fabric Liner		Jan-89	521-E
Precision Land Forming (Ac.)	Engineering	Jan-89	462
Prescribed Burning (Ac.)	Forestry	Jun-96	338
Prescribed Grazing (Ac.)	Range	Jun-96	528A
Pumped Well Drain (No.)	Engineering	Oct-88	532
Pumping Plant for Water Control (No.)	Engineering	Jan-89	533
Range Planting (Ac.)	Range	Jun-96	550
Recreation Area Improvement (Ac.)	Forestry	Jan-89	562
Recreation Land Grading and Shaping (Ac.)	Engineering	Jan-89	566
Recreation Trail & Walkway (Ft.)	Engineering	Jan-89	568
Regulating Water in Drainage Systems (Ac.)	Engineering	Jan-89	554
Residue Management Seasonal (Ac.)	Agronomy	Jun-96	344
Residue Management, Mulch-till (Ac.)	Agronomy	Jun-96	329B
Residue Management, No-till & Strip till (Ac.)	Agronomy	Jun-96	329A
Residue Management, Ridge-till (Ac.)	Agronomy	Jun-96	329C
Restoration & Mgmt of Declining Habitats (Ac.)	Biology	Aug-98	643
Riparian Forest Buffer (Ac.)	Bio/Forestry	May-96	391
Rock Barrier (Ft.)	Engineering	Jan-89	555
Roof Runoff Management (No.)	Engineering	Jan-89	558
Row Arrangement (Ac.)	Engineering	Jan-89	557
Runoff Management System (No. & Ac.)	Engineering	Jan-89	570
Sediment Basin (No.)	Engineering	Feb-95	350
Shallow Water Management for Wildlife (Ac.)	Biology	Aug-98	646
Snow Harvesting (Ft.)	Engineering	Jul-92	100
Soil Salinity Management, Non-Irrigated (Ac.)	Engineering	Oct-88	571
Spoil Spreading (Ft.)	Engineering	Jan-89	572
Spring Development (No.)	Engineering	Jan-89	574
Stream Channel Stabilization (Ft.)	Engineering	Jan-89	584
Streambank & Shoreline Protection (Ft.)	Engineering	Jan-89	580
Stripcropping, Contour (Ac.)	Agronomy	Jun-96	585
Stripcropping, Field (Ac.)	Agronomy	Jun-96	586
Structure for Water Control (No.)	Engineering	Jan-89	587
Subsurface Drain (Ft.)	Engineering	Jul-92	606
Surface Drainage Field Ditch (Ft.)	Engineering	Jan-89	607
Surface Drainage Main or Lateral (Ft.)	Engineering	Jan-89	608
Surface Irrig Erosion Cntrl (PAM)(Interim) (Ac.)	Engineering	2/97	716





Practice (Unit)	Discipline	Date	Code
Surface Roughening (Ac.)	Agronomy	Jun-96	609
Terrace (Ft.)	Engineering	Jan-89	600
Toxic Salt Reduction (Ac.)	Agronomy	Oct-91	610
Tree/Shrub Establishment (Ac.)	Forestry	Jun-94	612
Tree/Shrub Pruning (Ac.)	Forestry	Jul-97	660A
Trough or Tank (No.)	Engineering	Mar-96	614
Underground Outlet (Ft.)	Engineering	Jan-89	620
Upland Wildlife Habitat Management (Ac.)	Biology	Aug-98	645
Use Exclusion (Ac.)	Forestry	June-94	472
Vertical Drain (No.)	Engr/Agron	Oct-88	630
Waste Storage Facility (No.)	Engineering	Feb-95	425
Waste Management System (No.)	Engineering	Jun-96	312
Waste Treatment Lagoon (No.)	Engineering	Feb-95	359
Waste Utilization (No. & Ac.)	Engineering	Jun-96	633
Water Harvesting Catchment (No.)	Engineering	Jan-89	636
Water Sediment Control Basin (No.)	Engineering	Jan-89	638
Water Table Control (Ac.)	Engineering	Oct-88	641
Waterspreading (Ac.)	Engineering	Jan-89	640
Well (No.)	Engineering	Nov-98	642
Wetland Wildlife Habitat Management (Ac.)	Biology	Aug-98	644
Well Decommissioning (No.)	Engineering	Jan-89	351
Wetland Restoration (Ac.)	Eng/Bio	Aug-98	657
Wetland Creation (Ac.)	Eng/Bio	Aug-98	658
Wetland Enhancement (Ac.)	Eng/Bio	Aug-98	659
Wildlife Watering Facility (No.)	Biology	Aug-98	648
Windbreak/Shelterbelt Establishment (Ft.)	Forestry	Jun-94	380
Windbreak/Shelterbelt Renovation (Ft.)	Forestry	Jun-94	650





Component	Practice Number Guide	Unit	FY 2003 Cost
Bat House	644,645	ea	\$125.00
Brush Control - Mechanical	314	ac	\$20.00
Brush Piles for Wildlife	644,645	ea	\$50.00
Brush Piling	666	ea	\$5.50
Burning	314, 338	ac	\$14.00
Chemical App. Normal 2-4D, Thinning rt Teb & Tordon	314, 645	ac	\$16.00
Chemical App. Tebuthiuron, Tordon	314, 645	ac	\$20.00
Chemical Control of Competitive Annuals	342, 512, 550, 644, 645, 650	ac	\$13.00
Chiseling	324	ac	\$7.50
Clearing and Snagging	326	lf	\$20.00
Concrete Lining	468	cu yd	\$175.00
Concrete, non-reinforced	561	cu yd	\$155.00
Concrete, structural reinforced - equal to or more than 3 cu yd	313, 348, 349, 359, 378, 400, 402, 410, 436, 552B, 584, 587, 640, 644, 656, 657, 658, 659	cu yd	\$425.00
Concrete, structural reinforced - less than 3 cu yd	313, 348, 349, 359, 378, 400, 402, 410, 436, 552B, 584, 587, 640, 644, 656, 657, 658, 659	cu yd	\$500.00
Cross Wind Ridges	589A	ac	\$30.00
Cross Wind Stripcropping	589B	ac	\$30.00
Cross Wind Trap Strips	589C	ac	\$30.00
Deep Tillage	324	ac	\$15.00
Earth fill - Compacted	313, 320, 348, 349, 350, 356, 359, 378, 400, 402, 410, 436, 447, 552B, 560, 584, 587, 638, 640, 644, 656, 657, 658, 659	cu yd	\$2.50
Earth fill - Haul	313, 320, 348, 349, 350, 356, 359, 378, 400, 402, 410, 436, 447, 552B, 560, 584, 587, 638, 640, 644, 656, 657, 658, 659	cy/mi	\$0.20
Earth fill - Semi compacted	313, 320, 348, 349, 350, 356, 359, 362, 378, 400, 402, 404, 410, 436, 447, 552B, 560, 584, 587, 638, 640, 644, 656, 657, 658, 659	cu yd	\$2.00
Eaves - Gutter	558	lf	\$1.20
Excavation - Common, Wet Conditions	378, 395, 400, 402, 410, 644, 656, 657, 658, 659	cu yd	\$3.00
Excavation, Classified	313, 320, 348, 349, 350, 359, 362, 378, 400, 402, 410, 436, 447, 468, 552A, 560, 580, 584, 587, 638, 640, 644, 656, 657, 658, 659	cu yd	\$8.00
Excavation, Common	313, 320, 348, 349, 350, 359, 362, 378, 400, 402, 404, 410, 436, 447, 468, 552A, 552B, 560, 580, 584, 587, 638, 640, 644, 656, 657, 658, 659	cu yd	\$1.25
Fabric Weed Barrier 6 ft wide	380, 386, 391, 393, 395, 422, 580, 612, 644, 645, 657, 658, 659	lf	\$0.45
Fabric Weed Barrier Squares, precut	391, 393, 395, 580, 612, 644, 645, 656, 657, 658, 659	sq ft	\$0.10
Fence - Barbed Wire - 3 wire	382	lf	\$0.85
Fence - Barbed Wire - 4 wire	382	lf	\$0.95
Fence - Barbed Wire - 5 wire	382	lf	\$1.05





Component	Practice Number Guide	Unit	FY 2003 Cost
Fence - Barbed Wire - 6 wire	382	lf	\$1.15
Fence - Buck and Pole	382	lf	\$3.50
Fence - Deer Resistant 6' minimum height	382	lf	\$3.50
Fence - Steel Panel Gate with latch	382	lf	\$13.20
Fence - Perm Power 2 wire Poly rope	382	lf	\$0.50
Fence - Permanent Power 2 wire	382	lf	\$0.40
Fence - Permanent Power 3 wire	382	lf	\$0.50
Fence - Rail top w/2 or 3 barbed wire below	382	lf	\$3.00
Fence - 4-wire w/dir change <= 1/4 mile	382	lf	\$1.10
Fence - Steel Panel, w/steel or timber posts	382	lf	\$8.00
Fence - Steel pipe w/cable, 4 cables	382	lf	\$4.60
Fence - Steel pipe w/cable, 5 cables	382	lf	\$4.80
Fence - Steel pipe w/sucker rod, 3 rods + rail	382	lf	\$10.20
Fence - Steel pipe w/sucker rod, 4 rods	382	lf	\$11.00
Fence - Steel pipe w/sucker rod, 5 rods	382	lf	\$12.70
Fence - Suspension - 3 wire	382	lf	\$0.45
Fence - Suspension - 4 wire	382	lf	\$0.50
Fence - Suspension - 5 wire	382	lf	\$0.55
Fence - Timber post w/10" boards	382	lf	\$11.60
Fence - Timber post w/6"boards	382	lf	\$7.60
Fence - Timber post w/8"boards	382	lf	\$9.20
Fence - Woven Wire	382	lf	\$1.75
Fence - Woven Wire Combination	382	lf	\$1.85
Fire Break	394	ac	\$30.00
Fish Barrier Removal **(actual not to exceed)	395, 396	ea	\$5,000.00
Forest Stand Improvement	666	ac	\$95.00
Gabions, installed (includes rockfill)	410, 580, 584	cu yd	\$95.00
Geotextile filter	404, 580, 584, 587	sq yd	\$2.00
Geotextile for wave protection	348, 349, 378, 402, 580, 658	sq yd	\$4.00
Gravel	313, 348, 349, 359, 378, 395, 400, 402, 404, 410, 552B, 560, 580, 584, 587, 644, 656, 657, 658, 659	cu yd	\$20.00
Grazing Land Mechanical Treatment	548	ac	\$15.00
Herbaceous Wind Barriers	422A	ac	\$45.00
Irr. Pipe - Hi pressure underground 80psi 10"	430DD	lf	\$6.75
Irr. Pipe - Hi pressure underground 80psi 12"	430DD	lf	\$7.20
Irr. Pipe - Hi pressure underground 80psi 15"	430DD	lf	\$9.80
Irr. Pipe - Hi pressure underground 80psi 6"	430DD	lf	\$4.50





Component	Practice Number Guide	Unit	FY 2003 Cost
Irr. Pipe - Hi pressure underground 80psi 8"	430DD	lf	\$4.80
Irr. Pipe - Hi pressure underground plastic any dia.	430DD	lb	\$1.25
Irr. Pipe -Low pressure underground plastic	430EE	lb	\$1.25
Irr. Pipeline - Aluminum Tubing	430AA	lf/di"	\$0.45
Irrig Subsurface Sys - Filter system, 31 to 120 ac	441	ea	\$15,000.00
Irrig Subsurface Sys - Filter system, more than 120 ac	441	ea	\$20,000.00
Irrig Subsurface Sys - Filter system,less than 30 ac	441	ea	\$9,000.00
Irrig Subsurface Sys - Installation & Drip line	441	ac	\$300.00
Irrigation Ditch&Canal Lining Flex. Membrane	428B	sq ft	\$1.50
Irrigation Ditch&Canal Lining nonrein concrete	428A	cu yd	\$175.00
Irrigation Field Ditch	388	lf	\$1.50
Irrigation Land Leveling	464	ac	\$500.00
Irrigation System - Hi/low conversion	442	ac	\$80.00
Irrigation System - Sprinkler (New) <80 ac	442	ac	\$700.00
Irrigation System - Sprinkler (New) > 140 ac	442	ac	\$450.00
Irrigation System - Sprinkler (New) 81 - 140 ac	442	ac	\$550.00
Irrigation System - Sprinkler - Travelling Guns	442	ft	\$30.00
Irrigation System - Trickle	441	per/tree	\$2.50
Irrigation, Gated Pipe, 08"	430HH	lf	\$2.70
Irrigation, Gated Pipe, 10"	430HH	lf	\$3.00
Irrigation, Gated Pipe, 12"	430HH	lf	\$3.50
Irrigation, Chemigation Valve, 6"	441, 442, 443	ea	\$660.00
Irrigation, Chemigation Valve, 8"	441, 442, 443	ea	\$750.00
Irrigation, Screening Device 10"	442,533,430	ea	\$1,150.00
Irrigation, Screening Device 6"	442,533,430	ea	\$850.00
Irrigation, Screening Device 8"	442,533,430	ea	\$950.00
Irrigation, Surge Valve, 08"	430HH	ea	\$1,850.00
Irrigation, Surge Valve, 10"	430HH	ea	\$2,100.00
Irrigation, Surge Valve, 12"	430HH	ea	\$2,700.00
IWM - Record Keeping Required	449	ac	\$3.00
Land Forming - Precision	462	ac	\$300.00
Land Shaping and Filling	342, 393	ac	\$225.00
Land Smoothing	466	ac	\$100.00
Legal Land Survey/Conservation Easement <200 ac	657, 658, 659	ac	\$30.00
Legal Land Survey, Conservation Easement >200 ac	657, 658, 659	ac	\$25.00
Legal Survey & Map for water rights app (actual- not to exceed)	657, 658, 629 - WRP Easement Only	site	\$1,000.00





Component	Practice Number Guide	Unit	FY 2003 Cost
Mulching	342, 393, 484	ac	\$350.00
Nutrient Management	590	ac	\$0.50
Obstruction Removal	500	ac	\$500.00
PAM - Max 2 app's per yr	450	ac/app	\$3.00
Pipe - Corrugated Metal 36"-60"	348, 349, 350, 378, 400, 402, 410, 436, 447, 552B, 558, 584, 587, 620, 638, 640, 644, 656, 657, 658, 659	lf/di'	\$50.00
Pipe - Corrugated Metal 6"-30"	348, 349, 350, 378, 400, 402, 410, 436, 447, 552B, 558, 584, 587, 620, 638, 640, 644, 656, 657, 658, 659	lf/di'	\$32.00
Pipe - HDPE <24	313, 348, 349, 350, 378, 400, 402, 410, 436, 447, 552B, 558, 584, 587, 620, 638, 640, 644, 656, 657, 658, 659	ft/di"	\$1.15
Pipe - HDPE > or = 24	348, 349, 350, 378, 400, 402, 410, 436, 447, 552B, 558, 584, 587, 620, 638, 640, 644, 656, 657, 658, 659	ft/di"	\$1.40
Pipe - Plastic	313, 348, 349, 350, 359, 378, 400, 402, 410, 436, 447, 552B, 558, 584, 587, 620, 638, 644, 656	lb	\$1.25
Pipe - Steel	348, 349, 350, 378, 400, 402, 410, 430FF, 436, 447, 552B, 558, 584, 587, 620, 638, 644, 656, 657, 658, 659	lb	\$2.00
Pipe - Steel < 4"	516	lf	\$2.50
Pipe <1 1/2" Plastic (above frost)	516	lf	\$1.30
Pipe <1 1/2" Plastic (below frost)	516	lf	\$1.70
Pipe > or = 1 1/2" Plastic (above frost)	516	lf	\$1.35
Pipe > or = 1 1/2" Plastic (below frost)	516	lf	\$1.95
Pipeline	657	lf/di"	\$1.25
Pipeline - Livestock - Rock Excavation	516, 656, 657, 658, 659	lf	\$4.00
Pipeline - Nonreinforced Concrete	313, 430CC	lf/di"	\$1.40
Pond Sealing - Bentonite Sealant	359, 378, 436, 521C, 552A, 644, 656, 657, 658, 659	sq ft	\$0.50
Pond Sealing - Earth	359, 378, 436, 552A, 644, 656, 657, 658, 659	cu yd	\$2.50
Pond Sealing - Flexible Membrane	359, 378, 436, 521A, 552A, 644, 656, 657, 658, 659	sq ft	\$1.50
Pond C-Loc Sheet Piling	378	sq ft	\$8.80
Pond Silt Removal	378	ea	\$3,000.00
Prescribed Grazing (Monitoring)	528A	ac	\$0.25
Raptor Perch - Nesting Platform	645	ea	\$200.00
Residue Mgmt-Mulch-till	329B	ac	\$5.00
Residue Mgmt-No-till & Strip-till	329A	ac	\$15.00
Residue Mgmt-Ridge till	329C	ac	\$5.00
Revetment, Tree	395, 580	lf	\$22.00
Rock	348, 349, 378, 395, 400, 402, 404, 410, 436, 468, 552B, 580, 584, 587, 644, 645, 656, 657, 658, 659	cu yd	\$30.00
Rock (>36" dia.)	348, 395, 400, 410, 644, 645, 656, 657, 658, 659	cu yd	\$55.00





Component	Practice Number Guide	Unit	FY 2003 Cost
Root Wads	395, 580	ea	\$500.00
Stripping and replacing topsoil	313, 320, 348, 349, 350, 356, 359, 362, 378, 400, 402, 404, 410, 436, 447, 552B, 580, 584, 587, 638, 640, 644, 656, 657, 658, 659	sq ft	\$0.70
Seed & Broadcast- Native Species 4x normal rate	327, 342, 393	ac	\$200.00
Seed & Broadcast-Tame Species 4x normal rate	327, 342, 393	ac	\$200.00
Seed & Drilling - Dryland Pasture and Hayland	327, 386, 391, 393, 512, 644, 645	ac	\$35.00
Seed & Drilling - Irrigated Pasture and Hayland	386, 391, 393, 512, 644	ac	\$40.00
Seed & Drilling - Native	327, 550	ac	\$50.00
Seed & Drilling - Native 2x normal rate	327, 342, 393	ac	\$100.00
Seed & Drilling - Tame Species 2x normal rate	327, 342, 393	ac	\$70.00
Seedbed Prep	342, 393	ac	\$30.00
Seedbed Prep - Chemical	327, 380, 386, 391, 392, 393, 395, 612, 644, 645	ac	\$13.00
Seedbed Prep - Mechanical	380, 386, 391, 392, 393, 612, 644, 645	ac	\$9.00
Seedbed Prep - Moldboard	386, 391, 392, 645	ac	\$15.00
Shallow Dugouts - Blasted Pits	644, 656, 657, 658, 659	ea	\$1,500.00
Snow Fence	380, 392	lf	\$2.00
Snow Harvesting Fence	727	lf	\$4.00
Soil Bioengineering Components	580	lf	\$20.00
Soil Test (one time, not to exceed list cost)	690	ea	\$50.00
Spring Development	574	no	\$2,000.00
Steel, structural	348, 349, 350, 378, 400, 402, 410, 436, 552B, 584, 587, 640, 644, 656, 657, 658, 659	lb	\$2.70
Straw, baled w/unpicked grain	645	ton	\$250.00
Subsurface Drain	606	lf	\$4.00
Surface Drainage, Field Ditch	607	cu yd	\$1.50
Surface Drainage, Main or Lateral	608	cu yd	\$1.50
Tank - Wildlife - Guzzler >1500 gal	645, 648	ea	\$2,500.00
Tank - Wildlife - water <1000 gal	645, 648	gal	\$2.00
Tank, Catchment Apron for Guzzler	648	ea	\$1,700.00
Tank or Trough - cathodic protection	614	lb	\$5.00
Tank or Trough (less than 4000 gallon)	614	cu ft	\$7.25
Tank or Trough (more than 4000 gallon)	614	cu ft	\$4.00
Tank or Trough, Automatic Waterer	614	ea	\$500.00
Tank or Trough, Rubber Tire <4000 gal	614	cu ft	\$9.00
Terraces	600	lf	\$0.35
Timber - treated	313, 348, 349, 359, 395, 400, 402, 410, 436, 552B, 584, 587, 640, 644, 656, 657, 658, 659, 727	bd ft	\$2.50





Component	Practice Number Guide	Unit	FY 2003 Cost
Timber - untreated	313, 348, 349, 359, 395, 400, 402, 410, 436, 552B, 584, 587, 640, 644, 656, 657, 658, 659, 727	bd ft	\$1.50
Tree - Native Transplant >1" dia, tree or clump	380, 391, 580, 612, 644, 645, 656, 657, 658, 659	ea	\$15.00
Tree Cuttings < 1" dia	391, 393, 395, 580, 612, 644, 645, 656, 657, 658, 659	per/tr	\$1.00
Tree Cuttings > 1" dia	391, 393, 395, 580, 612, 644, 645, 656, 657, 658, 659	per/tr	\$2.00
Tree Planting, pole >2" dia., 6'+ length	391, 393, 395, 580, 612, 644, 645, 656, 657, 658, 659	ea	\$15.00
Tree Planting, willow clump >3 ft dia	391, 393, 395, 580, 612, 644, 645, 656, 657, 658, 659	ea	\$90.00
Tree Shelters - Conifers only	380, 386, 391, 392, 644, 645	ea	\$1.50
Tree Snag for Wildlife >12" Base Diameter >10' in height	644, 645	ea	\$100.00
Trees - bareroot - planted	380, 386, 391, 392, 393, 395, 612, 644, 645, 650	ea	\$2.00
Trees - containerized stock - planted	380, 386, 391, 392, 393, 395, 580, 612, 644, 645, 650	per/tree	\$3.30
Valve - 4" valve and riser, steel or plastic, 10"	430DD	ea	\$195.00
Valve - 4" valve and riser, steel or plastic, 12"	430DD	ea	\$240.00
Valve - 4" valve and riser, steel or plastic, 15"	430DD	ea	\$308.00
Valve - 4" valve and riser, steel or plastic, 18"	430DD	ea	\$372.00
Valve - 4" valve and riser, steel or plastic, 4"	430DD	ea	\$131.00
Valve - 4" valve and riser, steel or plastic, 6"	430DD	ea	\$146.00
Valve - 4" valve and riser, steel or plastic, 8"	430DD	ea	\$163.00
Valve - air & vacuum relief 2"	430DD	ea	\$210.00
Valve - air & vacuum relief 3"	430DD	ea	\$246.00
Valve - air & vacuum relief 4"	430DD	ea	\$310.00
Valve - check 10"	430DD	ea	\$698.00
Valve - check 12"	430DD	ea	\$994.00
Valve - check 6"	430DD	ea	\$334.00
Valve - check 8"	430DD	ea	\$433.00
Valve - drain assembly	430DD	ea	\$77.00
Valve - gates - in line 10"	430DD	ea	\$842.00
Valve - gates - in line 12"	430DD	ea	\$991.00
Valve - gates - in line 14"	430DD	ea	\$1,181.00
Valve - gates - in line 15"	430DD	ea	\$1,211.00
Valve - gates - in line 18"	430DD	ea	\$2,220.00
Valve - gates - in line 8"	430DD	ea	\$672.00
Valve - pressure relief 2"	430DD	ea	\$116.00
Valve - pressure relief 3"	430DD	ea	\$140.00
Valve - pressure relief 4"	430DD	ea	\$180.00
Valve - riser, alfalfa, low 10"	430DD	ea	\$235.00
Valve - riser, alfalfa, low 12"	430DD	ea	\$300.00





Component	Practice Number Guide	Unit	FY 2003 Cost
Valve - riser, alfalfa, low 15"	430DD	ea	\$460.00
Valve - riser, alfalfa, low 18"	430DD	ea	\$768.00
Valve - riser, alfalfa, low 6"	430DD	ea	\$132.00
Valve - riser, alfalfa, low 8"	430DD	ea	\$174.00
Waste Utilization	633	ac	\$15.00
Water Control - Gate Screw Type	348, 349, 350, 359, 378, 400, 402, 436, 447, 552B, 558, 584, 587, 620, 638, 640, 656, 657, 658, 659	ea/di"	\$90.00
Water Control Structure, Plastic, fabricated, 10" inline	378, 587, 644, 656, 657, 658, 659	ft of ht	\$155.00
Water Control Structure, Plastic, fabricated, 12" inline	378, 587, 644, 656, 657, 658, 659	ft of ht	\$185.00
Water Control Structure, Plastic, fabricated, 15" inline	378, 587, 644, 656, 657, 658, 659	ft of ht	\$195.00
Water Control Structure, Plastic, fabricated, 18" inline	378, 587, 644, 656, 657, 658, 659	ft of ht	\$215.00
Water Control Structure, Plastic, fabricated, 24" inline	378, 587, 644, 656, 657, 658, 659	ft of ht	\$350.00
Water Control, Gates	350, 558, 587, 620, 638, 640, 644, 656, 657, 658, 659	ea	\$250.00
Water Control, Pumping Plant	533	no	\$4,500.00
Water Control, Structure	378, 587, 644, 656, 657, 658, 659	no	\$2,000.00
Water Gap	575	no	\$500.00
Waterfowl Nesting Structure	644	ea	\$150.00
Well Decommissioning	351	lf	\$3.00
Well-Drilled & Cased PVC	642	lf	\$25.00
Well-Drilled & Cased Steel	642	lf	\$30.00
Well-Drilling Only GPCP ONLY	642	lf	\$5.00
Wellhead Protection	642	no	\$500.00
Windbreak/Shelterbelt Renovation	650	ac	\$500.00
Woody Debris Estblmnt (Wetland) >12"dia base, >15' long	644	ea	\$50.00
Changes from FY2002 are in red numbers			
indicates new component this year			





A. Community defined

There are many ways to define community – it can be a sense of feeling, a match of interests, houses of caring people, a sense of belonging or a society of where we like to reside. Webster defines community as, “a body of people having common organization or interest or living the same place in a common home under similar conditions – joint ownership or participation.”

A community is shaped by its history, its patterns of development, its experiences, its location and the sequences of events, personalities, decisions and actions.

“People are like flowers, when you gather them, one by one, and put them together, they make a beautiful bouquet. If you nourish them, they bloom and together they make a marvelous community.”

The Community Connection, Linda Ann Smith

B. A healthy community

The term, “community” is truly defined by each community, on the basis of its individual interests, needs and culture. The issues affecting a community are economic, environmental and social – these issues are interdependent and integrated.

Economic issues include good jobs, good wages, stable businesses, appropriate technology development and implementation, and business development, to name a few. If a community does not have a strong economy, then it cannot be healthy and sustainable over a long period of time.

Environmental issues include protecting human and environmental health; having healthy ecosystems and habitat: reducing or eliminating pollution in water, air and land; providing green spaces and parks for wildlife, recreation, and other uses.





Social issues addressed in a community include education, crime, spirituality, and community building.

Another critical element in a healthy community is creating a sense of community. A community must make their citizens feel that only by caring and feeling a part of their neighborhood, town, county or city will individuals truly work together to develop a healthy community.

C. **Why are diversified agriculture operations important to rural communities**

“We can all picture the Currier and Ives print of the rural scene with the black and white cows, with the green pastures and neat rows of corn. But to maintain that picture, it has to be a profitable picture....”

Brymer Humphreys, May 2000

“Well, as a mom, who has a family, we sure wouldn’t be able to eat if no agriculture was around. There would be no meat to eat or breads or cereals, rice and milk. We’d all be very skinny if there were not farms and ranches.”

- The Impact of Agriculture

In the not too distant past, ranching and farming was nearly synonymous with “rural” communities. That is no longer the case. While ranching and farming remains an important source of income and jobs, it is no longer the dominant industry it once was.

Today, the largest share of rural jobs and employment growth comes from the services sector, which employs over half of all rural workers. Rural services related to recreation, retirement, and such natural amenities as mountains and lakes, have emerged as important new sources of rural employment and growth.





Given these changes in the rural economy, and its current structure, the economic future and well being of most rural communities now depends on the availability and quality of jobs in the rural services sector.

Diversified agricultural enterprises can be an amenity for rural communities. Educational and entertainment-based agricultural enterprises can become a new attraction for the local community, helping to increase visitation. Depending on the type of new enterprise, additional labor may be required, which can mean added employment opportunities locally. And, diversified enterprises like guest ranching, fee hunting, or that cater to bus tours, typically bring in clients from outside the local area. In addition to paying the agricultural entrepreneur for the ranch stay or hunting experiences, they often spend time and money at other businesses in the local community. This, in effect, brings in outside monies to the local economy.

D. Why is the local community important to a diversified agricultural business

“People who live in the cities, often marvel at the seemingly endless hospitality and generosity of people in the country. Those who have left the conveniences of the city for the country know better than most that a strong community network is a vital part of country life.”

- Clair Braund, June 2000

It is the support network of the community that can help a business survive. The community can provide components needed for a successful business venture: access to knowledge, access to capital, access to telecommunications, access to transportation, and access to a high quality living environment. By knowing the community, and being involved in that community, entrepreneurs will gain access and knowledge about the programs that can help them establish a business and be successful. There are many organizations and agencies that can provide this knowledge to gain help in job training, emergency loans, research, marketing, etc.





Partnership opportunities between individual agricultural entrepreneurs and local community business owners may exist. For example, guests at a working ranch may desire to shop in the local community. This is an opportunity to develop a partnership with local retail merchants, perhaps through an agreement to maintain evening store hours to provide service to these new clientele. Or, another working ranch may not have adequate lodging facilities. Therein lies another partnership opportunity with local community hotel or private campground owners. Communities also provide attractive amenities in the form of museums, theatres, and restaurants.

E. How to be involved in the local community

The following is a quick checklist of ways to become involved in the local community. The partnership that is formed with the local community can become a win-win situation!

- Join the Chamber of Commerce and be active! The Chamber can be a great source of advertising and promotion for a business – Chamber Offices will promote a business through referrals, mailings, brochures, newsletters, etc.
- Find out if the local community has an economic development plan. What is the vision of the future and how do individual agricultural enterprises fit into this picture?
- Meet the local community economic development specialist or Wyoming Business Council representative.
- Find out what state or federal agencies exist in the community, such as a State Employment Office or USDA Rural Development office.
- Become a participant in city and county official meetings.
- Contribute and give time to the local community for local functions, campaign drives, clean-up activities, and community volunteer projects.
- Develop relationships with local and distant schools. They can be a great source of clientele through field trips and other activities on the farm or ranch.





F. Resources

Mary Randolph
Executive Director
Wyoming Rural Development Council
2219 Carey Ave.
Cheyenne, WY 82002
(307) 777-6430

Other excellent sources of information on community include local chambers of commerce, economic development agencies and city offices.





VI. Resources

A. Contacts

1. Sustaining Western Landscapes, Lifestyles, and Livelihoods through Agricultural Enterprise Diversification Team Members

Boyd Byelich

Wildlife Biologist
USDA Natural Resources Conservation Service
8416 Hildreth Rd.
Cheyenne, WY 82009
307-772-2015
byelich@lamar.colostate.edu

Cindy Garretson-Weibel

Leadership & Diversification Program Manager
Wyoming Business Council
2219 Carey Ave.
Cheyenne, WY 82002
307-777-6589
cgarre@state.wy.us

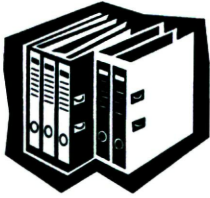
Gail Gordon

Business Development and Family Economics Specialist
University of Wyoming Cooperative Extension Service
College of Agriculture
PO Box 3354
Laramie, WY 82071
307-766-5373
ggordon@uwyo.edu

Debbie Popp

Associate State Director
Wyoming Small Business Development Centers
PO Box 3922
Laramie, WY 82071
307-766-3593
debk@uwyo.edu





Ben Alexander
Working Landscapes Program Director
Sonoran Institute, Northwest Office
201 S. Wallace Ave.
Bozeman, MT 59715
406-587-7331
ben@sonoran.org

Dr. Alan Schroeder
Agricultural and Natural Resources Law Specialist
University of Wyoming Cooperative Extension Service
College of Agriculture
PO Box 3354
Laramie, WY 82071
307-766-5133
connrad@uwyo.edu

Matt Hoobler
Natural Resource Program Coordinator
Wyoming Department of Agriculture
2219 Carey Ave.
Cheyenne, WY 82002
307-777-7024
mhoobl@state.wy.us

Ted Craig
Value Added Program Manager
Wyoming Business Council
2219 Carey Ave.
Cheyenne, WY 82002
(307) 777-6578
tcraig@state.wy.us

Mary Randolph
Executive Director
Wyoming Rural Development Council
2219 Carey Ave.
Cheyenne, WY 82002
307-777-6430
mrando@state.wy.us





2. **Natural Resource Section, Wyoming Department of Agriculture**

Grant Stumbough

Manager
Natural Resource Section
2219 Carey Avenue
Cheyenne, WY 82002
(307) 777-6579
gstumb?@/state.wy.us

Lucy Hansen

Administrative Specialist/Mediation Coordinator
Natural Resource Section
2219 Carey Avenue
Cheyenne, WY 82002
(307) 777-7323
lhans@state.wy.us

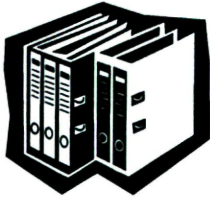
Roy Reichenbach

Weed and Pest Program Coordinator
Natural Resource Section
2219 Carey Avenue
Cheyenne, WY 82002
(307) 777-6585
rreich@state.wy.us

Matt Hoobler

Ag Program Coordinator
Natural Resource Section
2219 Carey Avenue
Cheyenne, WY 82002
(307) 777-7024
mhoobl@state.wy.us





3. Consumer Health Services, Wyoming Department of Agriculture

Laurie Leis

Manager
Consumer Health Services Section
2219 Carey Avenue
Cheyenne, WY 82002
(307) 777-6577
lleis@state.wy.us

Shirley Tschannen

Assistant Manager
Consumer Health Services Section
2219 Carey Avenue
Cheyenne, WY 82002
(307) 777-7003
stsch@state.wy.us

Dean Finkenbinder

Supervisor
(307) 332-3846
dfinke@state.wy.us

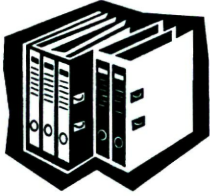
Neil Bloominrader

Supervisor
(307) 472-0952
nbloom@state.wy.uw

Laura Folds

Administrative Assistant
Consumer Health Services Section
2219 Carey Avenue
Cheyenne, WY 82002
(307) 777-7211





4. University of Wyoming Extension Offices

Glen Whipple, Director
UW Cooperative Extension Service
Department of Agricultural and Applied Economics
PO Box 3354
Laramie, WY 82071-3354

Albany County Office
Fairgrounds
PO Box 1209
Laramie, WY 82073-1209
(307) 721-2571
FAX (307) 742-4228

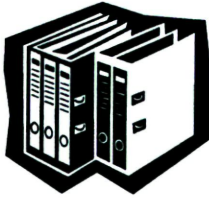
Big Horn County-Basin Office
Courthouse
Box 601
Basin, WY 82410-0601
(307) 568-2278
FAX (307) 568-2965

Campbell County Office
1000 South Douglas Hwy., Ste. A
Gillette, WY 82716-3748
(307) 682-7281
FAX (307) 686-8530

Carbon County Office
Carbon Bldg. - P.O. Box 280
Rawlins, WY 82301-0280
(307) 328-2642
FAX: (307) 328-2646

Converse County Office
107 North 5th, Suite 135
Douglas, WY 82633-2437
(307) 358-2417
FAX: (307) 358-6703 (Sheriff's Dept.)





Crook County Office

Courthouse
Box 368
Sundance, WY 82729-0368
(307) 283-1192
FAX: (307) 283-1192 (call prior to FAXing)

Fremont County Lander Office

Courthouse
Box 470
Lander, WY 82520-0470
(307) 332-1044
FAX: (307) 332-1051

Fremont County Riverton Office

County Complex
Box 887
Riverton, WY 82501-0887
(307) 857-3654
FAX: (307) 857-3661

Goshen County Office

Research and Extension Center - West Highway 26
Route 1, Box 373-G
Torrington, WY 82240-9223
(307) 532-2436
FAX: (307) 532-7531

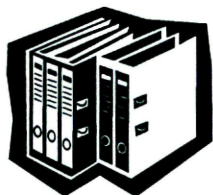
Hot Springs County Office

328 Arapahoe
Thermopolis, WY 82443-2706
(307) 864-3421 or 5283
FAX: (307) 864-3453

Johnson County Office

762 West Fetterman
Buffalo, WY 82834-2342
(307) 684-7522
FAX: (307) 684-5972





Laramie County Office

310 W. 19th Street, Suite 100
Cheyenne, WY 82001-4424
(307) 633-4383
FAX: (307) 633-4223

Lincoln County Office

144 Washington
Box 309
Afton, WY 83110-0309
(307) 886-3132
FAX: (307) 886-9432

Lincoln County Office

144 Washington - Box 309
Afton, WY 83110-0309
(307) 886-3132
FAX: (307) 886-9432

Natrona County Office

2011 Fairgrounds Road
Casper, WY 82604-2901
(307) 235-9400
FAX: (307) 265-0419

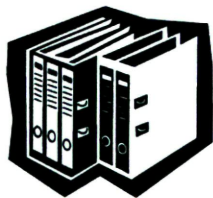
Niobrara County Office

310 West Hwy. 20 (Fairgrounds)
P.O. Box 210
Lusk, WY 82225-0210
(307) 334-3534
FAX: (307) 334-2188

Park County - Cody Office

Courthouse, 1002 Sheridan Ave.
Box 3099
Cody, WY 82414-5905
(307) 527-8560
FAX: (307) 527-8565





Park County - Powell Office

655 East 5th
Powell, WY 82435-2099
(307) 754-8836
FAX: (307) 754-5947

Platte County Office

57 Antelope Gap Rd.
Wheatland, WY 82201-8959
(307) 322-3667
FAX: (307) 322-4410

Sheridan County Office

224 South Main, Suite B10
Sheridan, WY 82801-4855
(307) 674-2980
FAX: (307) 674-2909 (County Commissioners)

Sublette County Office

Law Enforcement Center - 35 1/2 S. Tyler
Box 579
Pinedale, WY 82941-0579
(307) 367-4380
FAX: (307) 367-4165

Sweetwater County Office

Western Wyoming Community College
Room #1227
2500 College Drive
Box A-700
Rock Springs, WY 82901-0428
(307) 352-6775 Green River: (307) 872-6310
FAX: (307) 352-6779

Teton County Office

255 West Deloney
Box 1708
Jackson, WY 83001-1708
(307) 733-3087
FAX: (307) 739-0749
E-mail: mmmartin@uwyo.edu





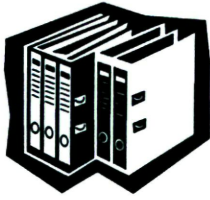
Uinta County Office
228 9th Street
Evanston, WY 82930-3416
(307) 783-0570
FAX: (307) 783-0580

Washakie County Office
116 South 11th Street
Box 609
Worland, WY 82401-0609
(307) 347-3431 or 3140
FAX: (307) 347-9251

Weston County Office
1225 Washington Blvd., Suite 4
Newcastle, WY 82701-2953
(307) 746-3531
FAX: (307) 746-2870

Wind River Reservation Office
37 Norkok
Box 248
Ft. Washakie, WY 82514-0248
(307) 332-2681
FAX: (307) 332-2683





5. Wyoming Small Business Center Offices

a. **State Office**

Diane Wolverton, State Director
Debbie Popp, Associate State Director
PO Box 3922, Laramie, WY 82071-3922
(307) 766-3505 • (800) 348-5194

b. **Region 1**

Serving Uinta, Sweetwater, Lincoln, and Sublette Counties
Bill Ellis, Regional Director
1400 Dewar Dr., Ste. 205B
Rock Springs, WY 82901
(307) 352-6894 • (800) 348-5205

c. **Region 2**

Big Horn, Fremont, Hot Springs, Park, Teton, and Washakie
Dwane Heintz, Regional Director
143 South Bent Street, Ste. A
Powell, WY 82435
(307) 754-2139 • (800) 383-0371

Satellite Office Serving Fremont and Teton Counties
Margie Rowell, Business Counselor
Riverton Branch Library - 1330 W. Park
Riverton, WY 82501
(307) 857-1174 FAX (307) 857-1175

d. **Region 3**

Serving Natrona, Converse, Niobrara, and Platte Counties
Leonard Holler, Regional Director
300 South Wollcott, Suite 300
Casper, WY 82601
(307) 234-6683 • (800) 348-5207 • (307) 577-7014





e. Region 4

Serving Albany, Goshen, Laramie, and Carbon Counties
Arlene Soto, Regional Director
Laramie County Community College
1400 East College Drive
Cheyenne, WY 82007-3298
(307) 632-6141 • (800) 348-5208

f. Region 5

Serving Campbell, Crook, Johnson, Sheridan, and Weston Counties
Judith Semple, Regional Director
222 S. Gillette Avenue, Ste. 402
Gillette, WY 82716
(307) 682-5232 • (888) 956-6060

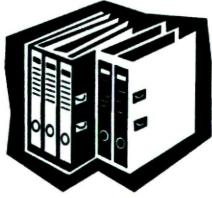
g. SBIR

Jill Kline, SBIR Outreach Coordinator
222 S. Gillette Ave., Ste. 402
Gillette, WY 82716
(307) 682-2660 • (866) 703-3280

h. GRO-Biz

Rudy Nesvik, Director
Laramie County Community College
1400 East College Dr.
Cheyenne, WY 82007
(307) 637-4990 • (866) 253-3300





6. **Wyoming Business Council**

Bill Bunce

Agribusiness Director
300 South Wolcott, Suite 200
Casper, WY 82601
(307) 237-4692
FAX (307) 237-4699

Cindy Garretson-Weibel

Leadership & Diversification Program Manager
Wyoming Business Council
2219 Carey Ave.
Cheyenne, WY 82002
(307) 777-6589
FAX: (307) 766-5693

Ted Craig

Value-Added Program Manager
2219 Carey Avenue
Cheyenne, WY 82002
(307) 777-6578
FAX (307) 777-6593

Renee King

Organic/Natural Foods and Value Added Specialist
2219 Carey Avenue
Cheyenne, WY 82002
(307) 777-6319
FAX (307) 777-6593

Scott Keith

Livestock/Forage and Cooperative Development Specialist
300 South Wolcott, Suite 200
Casper, WY 82601
(307) 237-4696
FAX (307) 237-4699





Cherry Jette

Administrative Assistant
Agribusiness Director
300 South Wolcott, Suite 200
Casper, WY 82601
(307) 237-4692
FAX (307) 237-4699

Regional Offices

Steve Elledge

Director, Field Operations; Regional Director/East Central Region
Agribusiness Director
300 South Wolcott, Suite 200
Casper, WY 82601
(307) 577-6012

Dave Spencer

Regional Director/North East Region
222 S. Gillette, Suite 406
Gillette, WY 82717
(307) 685-0283

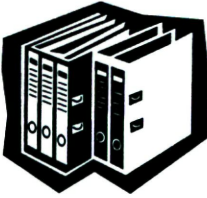
Leah Bruscano

Regional Director/North West Region
143 S. Bent
Powell, WY 82425
(307) 754-5785

Tom Johnson

Regional Director/South East Region
1400 College Drive
Cheyenne, WY 82007
(307) 635-7735



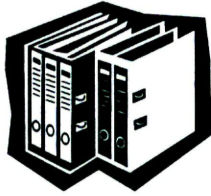


Ray Sarcletti
Regional Director/South West Region
1400 Dewar Drive, Suite 208A
Rock Springs, WY 82901
(307) 382-3163

Roger Bower
Regional Director/West Central Region
213 W. Main, Suite B
Riverton, WY 82501
(307) 857-1155

Wyoming Business Council
State Office
214 W. 15th
Cheyenne, WY 82002
(307) 777-2800
FAX (307) 777-2837





7. Natural Resources Conservation Service

State Conservationist's Office

Federal Building, Room 3124
100 East B Street
Casper, Wyoming 82601-1911
(307) 261-6453
(307) 261-6490
STC FAX (307) 261-6349

Afton Field Office

Star Valley CD
PO Box 216 (625 Washington St., Room C)
Afton, Wyoming 83110-0216
(307) 886-9001
FAX (307) 886-3744

Buffalo Field Office

Lake Desmet CD
760 West Fetterman
Buffalo, Wyoming 82834-2342
(307) 684-2526
FAX (307) 684-5972

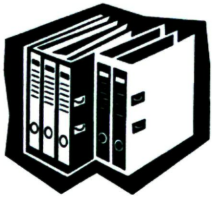
Casper Field Office

Natrona County CD
2020 Fairgrounds Road, Suite 101
Casper, Wyoming 82604-2900
(307) 261-5436
FAX (307) 261-5435

Cheyenne Field Office

Laramie County CD
11221 East Highway 30
Cheyenne, WY 82009
(307) 772-2314
FAX (307) 772-2120





Douglas Field Office

Converse County CD
1954 East Richards, Suite 8
Douglas, Wyoming 82633-3089
(307) 358-9825
FAX (307) 358-5719

Dubois Field Office

Dubois – Crowheart CD
PO Box 27 (712 Meckem Street)
Dubois, Wyoming 82513-0027
(307) 455-2388
FAX (307) 455-2567

Farson Field Office

Big Sandy CD
PO Box 360 (3b Station Road)
Farson, Wyoming 82932-0360
(307) 271-5531
FAX (307) 273-5530

Fort Washakie Office

Wind River Indian Reservation
PO Box 127
Ft. Washakie, Wyoming 82514-0127
(307) 332-9636
FAX (307) 332-7317

Gillette Field Office

Campbell County CD
319 South Gillette Avenue, Suite 308
Gillette, Wyoming 82716-3719
(307) 682- 8843
FAX (307) 682-3813

Greybull Field Office

South Big Horn CD
408 Greybull Avenue
Greybull, Wyoming 82426-2036
(307) 765-2483
FAX (307) 765-9243





Lusk Field Office

Niobrara CD
PO Box 659 (905 South Main, Suite 120)
Lusk, Wyoming 82225-0659
(307) 334-2953
FAX (307) 334-3539

Jackson Field Office

Teton County NRD
PO Box 1070 (230 Broadway, Suite 2A)
Jackson, Wyoming 83001-1070
(307) 733-2110
FAX (307) 733-8179

Laramie Field Office

Laramie Rivers CD
1050 North 3rd St., Suite B
Laramie, Wyoming 82070-2538
(307) 745-3698
FAX (307) 745-6764

Lyman Field Office

Uinta County CD
PO Box 370 (100 East Sage)
Lyman, Wyoming 82937-0370
(307) 787-3211
FAX (307) 787-3794

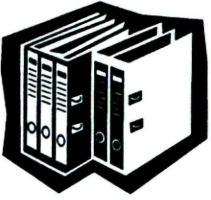
Newcastle Field Office

Weston County NRD
1225 Washington Boulevard, Suite 3
Newcastle, Wyoming 82701-2930
(307) 746-3264
FAX (307) 746-2870

Pinedale Field Office

Sublette County CD
PO Box 36 (120 South Cole Avenue, Suite 4)
Pinedale, Wyoming 82941-0036
(307) 367-2257
FAX (307) 367-2282





Powell Field Office

Powell-Clark's Fork CD
781 Lane 9
Powell, Wyoming 82435-9122
(307) 754-9301
FAX (307) 754-2761

Riverton Field Office

Lower Wind River NRD
320 East Lincoln
Riverton, WY 82501-3527
(307) 856-7524
FAX (307) 856-2383

Saratoga Field Office

Saratoga-Encampment-Rawlins CD
PO Box 607 (101 Cypress)
Saratoga, Wyoming 82331-0607
(307) 326-5657
FAX (307) 326-8572

Sheridan Field Office

Sheridan County CD
1949 Sugarland Drive, Suite 102
Sheridan, WY 82801-5720
(307) 672-5820
FAX (307) 672-0052

Sundance Field Office

Crook County NRD
PO Box 1070 (117 South 21st)
Sundance, Wyoming 82729-1070
(307) 283-2870
FAX (307) 283-2170

Thermopolis Field Office

Hot Springs CD
318 North 6th Street
Thermopolis, Wyoming 82443-2312
(307) 864-3488
FAX (307) 864-4167





Torrington Field Office

North Platte Valley CD, South Goshen CD, Lingle-Fort Laramie CD
1441 East M Street, Suite B
Torrington, Wyoming 82240-3521
(307) 532-4880
FAX (307) 532-5783

Wheatland Field Office

Platte County Rd
302A 16th Street
Wheatland, WY 82201-3211
(307) 322-9060
FAX (307) 322-4109

Worland Field Office

Washakie County CD
208 Shiloh Road
Worland, WY 82401
(307) 347-2456
FAX (307) 347-8806

RC & D Offices:

Big Horn Basin RC&D Area Project Office

208 Shiloh Road
Worland, Wyoming 82401
(307) 347-2456

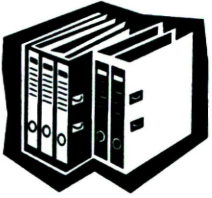
Historic Trails RC&D Area Project Office

521 West Cedar
Rawlins, Wyoming 82301
(307) 324-2424

Northeastern Wyoming RC & D Area Project Office

400 Kendrick Avenue, Suite 104C
Gillette, Wyoming 82716
(307) 682-8609
FAX (307) 686-7242





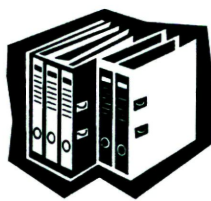
Southeastern Wyoming RC&D Area Project Office

302A 16th Street
Wheatland, WY 82201-3211
(307) 322-2187
FAX (307) 322-4109

Western Wyoming RC&D Area Project Office

1471 Dewar Drive, Suite 106
Rock Springs, Wyoming 82901-5851
(307) 382-3982
FAX (307) 362-3651





8. Wyoming Women's Business Center

State Office:
University of Wyoming Campus
Education Annex
13th & Lewis Streets
P.O. Box 3661
Laramie, Wyoming 82071

Zee Zee Moore, Director
e-mail: wwbc@uwyo.edu
Phone: 766-3083; 1-888-524-1947

Lindy Murphy, Counselor
e-mail: lindywbc@uwyo.edu
Phone: 766-3084; 1-888-524-1947

Amy Farstad, Training and Resource Coordinator
e-mail: amy_farstad@hotmail.com
Phone: 742-3223

Andrea M. Lewis, Administrative Coordinator
e-mail: amlewis@uwyo.edu
Phone: 307-766-3084; 1-888-524-1947

Mary Beth Baptiste, Development Coordinator
e-mail: blueflax@sprynet.com
Phone: 766-3084

FAX: 307-766-3085
Website: www.wyomingwomen.org

For information concerning loans for new or expanding businesses and to make counseling appointments, please call Andrea M. Lewis.



PUBLICATIONS



B. Publications

AgVentures – magazine on alternative livestock, crops, aquaculture, niche markets, wildlife, herbs, and other topics. Enterprise-related resources identified at the end of each article. Published bi-monthly. 11950 W. Highland Ave., Blackwell, OK 74631. 888-474-6397.

Alternative Enterprises and Agritourism: Farming for Profit and Sustainability Tool Kit – a guide containing many technical publications, resources, and advisor contact information related to agricultural enterprise diversification. USDA-NRCS, P.O. Box 2890, Washington, D.C. 20013. 202-720-0132.

Farming Alternatives – A guide to evaluating the feasibility of new farm-based enterprises. Published by the Northeast Regional Agricultural Engineering Service, Cornell University, Ithaca, NY. 607-255-7654.

Farm and Ranch Recreation Handbook – contains an overview of ranch recreation, business planning, permitting, human resources, risk management, wildlife, tourism, marketing, and numerous case studies. RLS International, Cheyenne, WY 82001. 400pp.

Grazing Lands Enterprise Diversification – overview of diversification with a checklist of opportunities. Chapter 9, NRCS National Range and Pasture Handbook, Washington, D.C. 16pp.

Income Opportunities for the Private Landowner. Conference Proceedings, April 9-12, 1990, Wheeling, W. Va. West Virginia University Extension Service. 414pp.

Natural Resources Income Opportunities on Private Lands. Conference Proceedings, April 5-7, 1998, Hagerstown, Maryland. University of Maryland Cooperative Extension Service, College Park, MD. 275pp.

Preserving Working Ranches in the West – highlights common problems facing western ranches and offering a range of case studies in which landowners have protected ranches and the associated natural resources and diversified their generated income sources. Published by the Sonoran Institute, Tucson, AZ. 520-290-0969.

Small Farm Today – how-to magazine of alternative and traditional crops, livestock, and direct marketing. Dedicated to the preservation and promotion of small farming, rural living, sustainability, community, and agricultural entrepreneurship. Published bi-monthly. 3903 W. Ridge Trail, Clark, MO 65243. 800-633-2535.





Sustaining Western Rural Landscapes, Lifestyles, and Livelihoods: Exploring Agricultural Diversification Options. Conference Proceedings, Sept. 24-26, 2002, Sheridan, Wyoming. 139pp. Wyoming Business Council Agribusiness Division, 214 W 15th St., Cheyenne, WY 82002. 307-777-6578.

The New Frontiers of Ranching: Business Diversification and Land Stewardship – guidebook that explores business diversification as a strategy to assist ranches in rapidly growing regions of the West to become ecologically sustainable and financially viable. Published by the Sonoran Institute, Bozeman, MT. 406-587-7331.

The WIRE Workbook – assists producers in applying the Western Integrated Ranch/Farm Education process to the management of agricultural operations. Focus is on establishing strategic goals, inventorying resources, and budgeting resource flows. Dept. of Applied and Agricultural Economics, University of Wyoming, PO Box 3354, Laramie, WY 82071.

Wyoming Agribusiness Directory – features names and addresses of Wyoming's agribusiness industries. Wyoming Business Council Agribusiness Division, 214 W 15th St., Cheyenne, WY 82002. 307-777-6578.

Wyoming Farm, Ranch and Agribusiness Directory – features names and addresses of Wyoming's livestock and hay producers, and related industries. Wyoming Business Council Agribusiness Division, 214 W. 15th St., Cheyenne, WY 82002. 307-777-6589.

Wyoming Agricultural Statistics – a publication updated annually by the Wyoming Agricultural Statistics Service. Contains a complete statistical analysis of Wyoming crops and livestock. Includes a historical perspective, general overview of each agricultural commodity, average prices received per commodity, and a breakdown by county. Wyoming Agricultural Statistics Service, P.O. Box 1148, Cheyenne, WY 82003. 1-800-892-1660.

Wyoming Manufacturers Directory – a printed listing of manufacturing firms in Wyoming, including many agriculturally-related industries. Wyoming Business Council, 214 W 15th St., Cheyenne, WY 82002. 1-800-262-3425.





WYOMING SMALL BUSINESS DEVELOPMENT CENTER

FRED (Fax Resources for Enterprise Development)

Document #100

Call 1-877-700-2220 to have documents faxed to you!

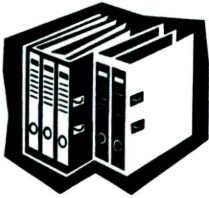
WSBDC Services

Document	Title and Description	Pages
100	FRED Index	14
<u>101</u>	SBDC Business Services & Network Directory	4

Financing Your Business

Document	Title and Description	Pages
<u>150</u>	The Reality of Venture Capital (Part 1 of 3)	10
<u>151</u>	The Reality of Venture Capital (Part 2 of 3)	6
<u>152</u>	The Reality of Venture Capital (Part 3 of 3)	9
<u>153</u>	Bankable Deals: A Question & Answer Guide to Trade Finance for U.S. Small Business (Part 1 of 2) – Information about trade financing	10
<u>154</u>	Bankable Deals: A Question & Answer Guide to Trade Finance for U.S. Small Business (Part 2 of 2) – Information about trade financing	10
<u>155</u>	Financing Options: All You Should Know (Part 1 of 2) – SBA financing programs	9
<u>156</u>	Financing Options: All You Should Know (Part 2 of 2) – SBA financing programs	8
<u>157</u>	What Do Lenders Really Need to Grant Small Business Loans - Six experts offer their opinions on small business loans	16





Starting a Business in Wyoming

Document	Title and Description	Pages
<u>200</u>	Thinking About Going Into Business? – Answers to questions about starting and operating a business	10
<u>201</u>	Checklist for Starting a Business – Overview of major steps critical to planning and starting a business	8
<u>202</u>	Starting a Business and Obtaining Financing – Answers to nine commonly asked questions	4
<u>203</u>	Business Plan Outline – Suggested format and content of a business plan	7
<u>204</u>	Choosing a Legal Structure for Your Business – The pros and cons of four forms of business	5
<u>206</u>	Focus on the Facts: How to Start a Small Business – Starting a business	5
<u>207</u>	Planning...The Most Important Ingredient – Planning for a successful business	5
<u>208</u>	How to Price Your Products and Services – Pricing your products and services	6
<u>209</u>	Telephone Systems for Small Business – Choosing the right telephone system for your business	5
<u>210</u>	Information...The Key to Success – Information resources for your business	5
<u>211</u>	Planning Considerations for Small Service Firms – Selected information important to service industries	6
<u>212</u>	Planning Considerations for the Small Retailer – Selected information important to retail operations	8
<u>213</u>	Planning Considerations for the Small Construction Firm – Selected information important to construction trades	7
<u>214</u>	Planning Considerations for Small Manufacturers – Selected information important to manufacturing operations	7
<u>216</u>	Business Feasibility: Personal Factors – Identify personal objectives, skills and financial resources	6
<u>217</u>	Business Feasibility: Market – Describe your product/service, customer and sales and distribution process	11
<u>218</u>	Business Feasibility: Management – Identify skills you need to operate your business	4



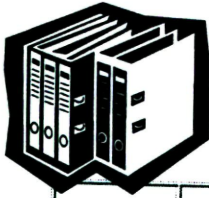


	Business Feasibility: Money – Identify expected start-up costs and a twelve-month operating budget	8
<u>220</u>	Business Feasibility: Money/Worksheets – Identify expected start-up costs and a twelve-month operating budget	7
<u>221</u>	Business Feasibility: Making the Decision – Evaluate the feasibility of your business idea	6
<u>222</u>	Reflections in the Mirror-An Entrepreneur’s Story – A true account of a successful entrepreneur	14
<u>223</u>	Marketing Ingenuity and Invention – Identifying the strengths and weaknesses of new products at an early stage saves time and money	6
<u>224</u>	Do-It-Yourself Research for Business Planning – Guidelines for finding information sources and conducting a business research project	6

Record-Keeping and Managing Business Finances

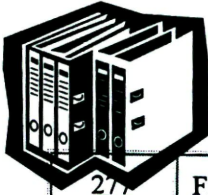
Document	Title and Description	Pages
<u>250</u>	Cash Flow Analysis – Cash flow analysis basics	6
<u>251</u>	Making a Credit Application	3
<u>252</u>	Managing Accounts Payable – Third in a series of three articles on cash cycle management (Part 1 of 5)	14
<u>253</u>	Managing Accounts Payable – Third in a series of three articles on cash cycle management (Part 2 of 5)	4
<u>254</u>	Managing Accounts Payable – Third in a series of three articles on cash cycle management (Part 3 of 5)	3
<u>255</u>	Managing Accounts Payable – Third in a series of three articles on cash cycle management (Part 4 of 5)	6
<u>256</u>	Managing Accounts Payable – Third in a series of three articles on cash cycle management (Part 5 of 5)	3
<u>257</u>	The Importance of Good Record-Keeping – Essentials in record-keeping discussed	5
<u>258</u>	Improving Decision Making with Simple Break-Even Analysis – How to use break-even analysis	16





<u>259</u>	Cash Flow Analysis – Effective cash flow planning	6
<u>260</u>	Convince Us You Can Solve Your Cash Flow Problems (Part 1 of 6) – Background information for case study	12
<u>261</u>	Convince Us You Can Solve Your Cash Flow Problems (Part 2 of 6) – Discussions of problems and recommendations to resolve them	10
<u>262</u>	Convince Us You Can Solve Your Cash Flow Problems (Part 3 of 6) – Discussion of marketing, managing and cash flow	14
<u>263</u>	Convince Us You Can Solve Your Cash Flow Problems (Part 4 of 6) – Financial statements for cash flow case study	5
<u>264</u>	Convince Us You Can Solve Your Cash Flow Problems (Part 5 of 6) – List of information for profit planning and financial statements for case study	4
<u>265</u>	Convince Us You Can Solve Your Cash Flow Problems (Part 6 of 6) – Solvency indicators and profitability factors tables for study	2
<u>266</u>	Little Effort and Large Savings – Improve Sales while increasing efficiency	4
<u>267</u>	Three Questions that Net Present Value Analysis Can Help You Answer (Part 1 of 3) – How to use net present value in decision making	10
<u>268</u>	Three Questions that Net Present Value Analysis Can Help You Answer (Part 2 of 3) – How to use net present value in decision making	7
<u>269</u>	Three Questions that Net Present Value Analysis Can Help You Answer (Part 3 of 3) – How to use net present value in decision making	11
<u>270</u>	Record-Keeping in Small Business (Part 1 of 2) – Information on record-keeping for business	10
<u>271</u>	Record-Keeping in Small Business (Part 2 of 2) – Information on record-keeping for business	10
<u>272</u>	Audit Checklist for the Growing Business (Part 1 of 4) – Essentials for conducting a comprehensive search for existing or potential problems in business	9
<u>273</u>	Audit Checklist for the Growing Business (Part 2 of 4) – Managing audit analysis	8
<u>274</u>	Audit Checklist for the Growing Business (Part 3 of 4) – Operations audit analysis	11
<u>275</u>	Audit Checklist for the Growing Business (Part 4 of 4) – Financial audit analysis	8
<u>276</u>	Financial Statements as a Management Tool (Part 1 of 3) – Uses of financial statements to manage business	9





<u>277</u>	Financial Statements as a Management Tool (Part 2 of 3) – Uses of financial statements to manage business	8
<u>280</u>	Financial Statements as a Management Tool (Part 3 of 3) – Uses of financial statements to manage business	5
<u>281</u>	Understanding Financial Statements: What Do They Say About Your Business (Part 1 of 3) – A guide to understanding business financial statements	8
<u>282</u>	Understanding Financial Statements: What Do They Say About Your Business (Part 2 of 3) – A guide to understanding business financial statements	7
<u>283</u>	Understanding Financial Statements: What Do They Say About Your Business (Part 3 of 3) – Appendices: Sample financial statement	9
<u>284</u>	Managing Cash Flow – Learning to deal with and forecast your most critical asset	10

Taxes

Document	Title and Description	Pages
<u>301</u>	Guide to Free Tax Services – Descriptions of IRS publications	13
<u>302</u>	Employer Identification Number by Phone – Form and instructions for obtaining employer identification number	11
<u>303</u>	Employee or Independent Contractor – Employee versus independent contractor criteria	9
<u>304</u>	Federal Tax Due Dates – 1996 CCH tax calendar	15

Buying or Selling a Business

Document	Title and Description	Pages
<u>350</u>	Making the Decision to Buy or Sell a Business – Reasons and factors for business sellers and buyers	3
<u>351</u>	Preparing the Business for Sale – Steps in selling a business, includes business presentation package description	3
<u>352</u>	Finding Buyers and Sellers – Using print advertising, trade sources, and intermediaries	3
<u>353</u>	Evaluating the Business – Summary of items to be reviewed in evaluating a business	6





<u>354</u>	Financing the Purchase – Background on business loans, includes a summary on loan proposal	3
<u>355</u>	Pricing the Business – Discussion of four common methods of valuing a business	6
<u>356</u>	The Role of Advisors – Short description of common business advisors and their capabilities	3
<u>357</u>	Structuring the Buy/Sell Transaction – Comparison of asset versus stock transactions	4
<u>358</u>	Negotiations – Summary of standard business negotiation practices	2
<u>359</u>	Making and Evaluating Offers – Summary of the offer process, includes list of purchase/sales agreement contents	3
<u>360</u>	Closing the Transaction – Types of settlements and description of settlement documents	4
<u>361</u>	Is Franchising for You? – Information on things to investigate when considering purchase of a franchise	5

Patents, Trademarks, Copyrights

Document	Title and Description	Pages
<u>450</u>	The SBA SBIR Presolicitation Announcement Mailing List – How to be placed on the list	5
<u>451</u>	Avoiding Patent, Trademark and Copyright Problems – Information on steps to take in avoiding infringement	7
<u>452</u>	Trademarks and Business Goodwill – Trademarks explained	8
<u>453</u>	U.S. Patent Trademark Depository – Wyoming State Library brochure	2
<u>454</u>	The SBIR Program – Information on the Small Business Innovation Research program	4
<u>455</u>	Ideas, Inventions, and Innovations (Part 1 of 3) – The innovation process and technical evaluation program	9
<u>456</u>	Ideas, Inventions, and Innovations (Part 2 of 3) – The innovation process and technical evaluation program	5
<u>457</u>	Ideas, Inventions, and Innovations (Part 3 of 3) – The innovation process and technical evaluation program	9

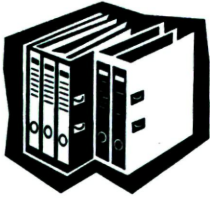




Marketing and Advertising

Document	Title and Description	Pages
<u>550</u>	Market Designs: Researching Markets for Your Service Business (Part 1 of 6) – Includes market research and market niche information	5
<u>551</u>	Market Designs: Researching Markets for Your Service Business (Part 2 of 6) – Includes identifying your competition	4
<u>552</u>	Market Designs: Researching Markets for Your Service Business (Part 3 of 6) – Your customer	3
<u>553</u>	Market Designs: Researching Markets for Your Service Business (Part 4 of 6) – Your market share	2
<u>554</u>	Market Designs: Researching Markets for Your Service Business (Part 5 of 6) – Marketing case studies	4
<u>555</u>	Market Designs: Researching Markets for Your Service Business (Part 6 of 6) – Sources of marketing research information	2
<u>557</u>	Locating or Relocating Your Manufacturing Business – Factors to consider when locating a business	6
<u>558</u>	Choosing a Retail Location (Part 1 of 2) – Retail site location criteria, such as retail compatibility and zoning	7
<u>559</u>	Choosing a Retail Location (Part 2 of 2) – Selecting a shopping center location for a retail site	8
560	Is There a Market for My Product or Service? – Researching your market	3
561	Signs...And the Small Business – How to select a sign for your business	4
562	Publicity Do's and Don'ts – List of do's and don'ts for publicity	2
563	Publicity Techniques for Growing Businesses – Publicity-what it is and how to get it	13
564	Competing With the Mass Merchandisers – Article on how small business can compete with mass merchandisers	12
565	Market-Driven Pricing – A controversial review of pricing	11

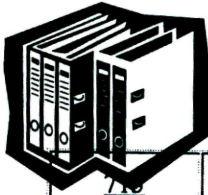




Management Issues

Document	Title and Description	Pages
<u>700</u>	Checklist for Developing a Training Program – Step by step list of questions for organizing an employee training program	8
<u>701</u>	Credit and Collection – Guidelines for credit and collections in your business	8
<u>702</u>	Insurance Checklist for Small Business – A checklist to help you evaluate your insurance program	8
<u>703</u>	Challenges in Managing a Family Owned Business – Management problems and the family owned business	13
<u>704</u>	Understanding Your Customers – How small companies can prosper from understanding their customers	11
<u>705</u>	Training for Small Business – A listing of publications that deal with various aspects of training	15
<u>706</u>	Preventing Retail Theft – A description of ways to control shoplifting and employee theft	9
<u>707</u>	Preventing Embezzlement – Suggestions to prevent dishonest practices	9
<u>708</u>	Reducing Shoplifting Losses – Information on reducing loss from shoplifting	7
<u>709</u>	Outwitting Bad Check Passers – Suggestions on keeping bad checks out of the cash register	9
<u>710</u>	Business Continuation Planning – Overview of business owner life insurance	17
<u>711</u>	Preventing Burglary and Robbery Loss – How to reduce loss from burglary and robbery	9
<u>712</u>	Setting Up a Pay System – Concepts for determining competitive pay levels	9





<u>713</u>	Developing New Accounts – Systematic approach to finding, getting and keeping customers	9
<u>714</u>	Management Checklist for a Family Business – Questions to assist C.E.O.'s in reviewing management of a family owned business	7
<u>715</u>	Managing Employee Benefits – Employee benefits as part of a compensation package and managing benefits	11
<u>716</u>	Stock Control for Small Stores – Stock control for small retailers	6
<u>717</u>	Small Business Insurance & Risk Management Guide (Part 1 of 4) – Information on insurance and risk management	10
<u>718</u>	Small Business Insurance & Risk Management Guide (Part 2 of 4) – Information on loss exposure and risk management	7
<u>719</u>	Small Business Insurance & Risk Management Guide (Part 3 of 4) – Appendix A: Insurance needs checklist	9
<u>720</u>	Small Business Insurance & Risk Management Guide (Part 4 of 4) – Appendix B: Glossary of insurance terms	9
<u>721</u>	Budgeting for the Small Business (Part 1 of 3) – A discussion of budgeting for the small business	10
<u>722</u>	Budgeting for the Small Business (Part 2 of 3) – Continuing discussion of budgeting with examples	11
<u>723</u>	Budgeting for the Small Business (Part 3 of 3) – Appendix: information resources	5
<u>724</u>	Transferring Management in the Family Owned Business (Part 1 of 7) – Introduction, definitions, and issues for the family owned business	8
<u>725</u>	Transferring Management in the Family Owned Business (Part 2 of 7) – Business strategic planning in the family owned business	4





<u>726</u>	Transferring Management in the Family Owned Business (Part 3 of 7) – Family strategic planning for the family owned business	4
<u>727</u>	Transferring Management in the Family Owned Business (Part 4 of 7) – Choosing a successor in a family owned business	9
<u>728</u>	Transferring Management in the Family Owned Business (Part 5 of 7) – Estate planning in the family owned business	6
<u>729</u>	Transferring Management in the Family Owned Business (Part 6 of 7) – Issues to look at for the family owned business	3
<u>730</u>	Transferring Management in the Family Owned Business (Part 7 of 7) – Strategic planning for the family owned business	4
731	Strategic Planning for Growth – Guidelines for steps to strategic planning	4

Computers in Business

Document	Title and Description	Pages
750	Keeping Your PS's Legal – Software piracy defined	5
751	Buying a Computer for a Small Business – Choosing the computer system that is right for your business	5
<u>753</u>	Using the Internet to Access the SBA Home Page – Fact sheet on the SBA's new World Wide Web home page	3

Home Based Business

Document	Title and Description	Pages
<u>800</u>	Home Business Pros and Cons – Advantages and disadvantages of a home-based business	4
<u>801</u>	Identifying Skills and Talents – Identifying skills and talents for starting a home-based business	3



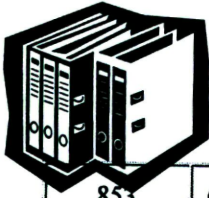


<u>802</u>	Are You a Good Home Based Business Candidate – Identifying your strengths and weaknesses	3
<u>803</u>	Focus on the Facts: How to Start a Home-Based Business – Selected information on starting a home-based business	5
<u>805</u>	Taxes and the Home-Based Business – Selected information regarding some of the tax issues facing home-based businesses	3
<u>807</u>	Turning Your House Into a Bed & Breakfast – Selected information on turning your house into a bed & breakfast inn	7
<u>808</u>	Opening Your Doors: A Guide to Opening and Operating a Bed and Breakfast – Selected information on opening a bed & breakfast	9
<u>809</u>	What to Look for in Property – What to look for in property when opening a bed & breakfast	3
<u>810</u>	Insurance Information for Bed & Breakfasts – Suggestions when purchasing insurance for your bed & breakfast	2
<u>811</u>	Ways to Make Money with Crafts Besides Making Crafts – Ideas for starting various types of businesses	3
<u>812</u>	Pricing Crafts – Selected information on setting prices for your crafts	7
<u>813</u>	Selling at Craft Fairs – How to sell your items at craft fairs	6
<u>816</u>	Sewing for Profit – Selected information on starting a home-based sewing business	12
<u>817</u>	Starting an Independent Consulting Service – Selected information on starting an independent consulting practice	6

Environmental Issues

Document	Title and Description	Pages
<u>850</u>	Checklist for Environmental Requirements of the Medical Service Industry - Do you need a permit? What regulations apply to you?	3
<u>851</u>	Checklist for Environmental Requirements of the Oil Field Service Industry - Do you need a permit? What regulations apply to you?	4
<u>852</u>	Checklist for Environmental Requirements of the Vehicle Service Industry - Do you need a permit? What regulations apply to you?	4



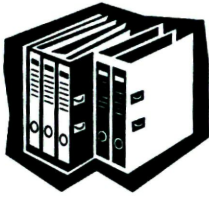


<u>853</u>	Checklist for Environmental Requirements of the Contracting Industry - Do you need a permit? What regulations apply to you?	4
<u>854</u>	Checklist for Environmental Requirements of the Dry Cleaning Industry - Do you need a permit? What regulations apply to you?	4
<u>855</u>	Checklist for Environmental Requirements of the Lithographic and Screenprinting Industry - Do you need a permit? What regulations apply to you?	4
<u>856</u>	Checklist for Environmental Requirements of the Small Mining Operations Industry - Do you need a permit? What regulations apply to you?	4
<u>857</u>	What Do I Do With This Gunk in the Barrel? - Instructions on the disposal of hazardous waste	3

Community Development

<u>901</u>	Community Development Block Grant Program: Community Development Grant Application	17
<u>902</u>	Community Development Block Grant Program: Downtown Development Grant Application	17
<u>903</u>	Community Development Block Grant Program: Planning Only Grant Application	16
<u>904</u>	Community Development Block Grant Program: Technical Assistance Grant Application	16
<u>905</u>	Community Development Block Grant Program: Infrastructure Grant Application	17
<u>906</u>	Community Development Block Grant Program: Job Training Grant Application	16





**Selected Publications from Colorado State University's Extension Catalog
(Electronic Fact Sheets)**

<http://www.cerc.colostate.edu/factsheet.html> (last visited September 5, 2001)

Crops On Line

Crop Production

- 0.103, Planting Guide for Field Crops
- 0.109, Pearl Millet Cultivation
- 0.110, Rapeseed/Canola Production
- 0.111, Safflower Production

Farm Management On Line

Economics

- 3.759, Break-Even Method of Investment Analysis
- 3.760, Partial Budgeting
- 3.761, Partial Budget Form
- 3.763, Marketing Your Farm or Ranch
- 4.007, Farmers' Markets

Natural Resources On Line

Wildlife

- 6.301, Recreation on Private Land
- 6.501, Coping with Snakes
- 6.512, Farming and Pheasants in Colorado
- 6.514, Wildlife as a Farm and Ranch Business





Selected Publications from Montana State University's Extension Catalog

<http://www.montana.edu/wwwpub/>

(last visited September 4, 2001)

Agriculture and Land Resources

Crops—Specialty Crops

Specialty Crops in Montana: Are They for You? (1989) MT8903AG Free

Growing Chickpeas (Garbanzo beans) in Montana. (1999) MT9908 AG Free

Growing Lentils in Montana An overview of lentil production for specialty crop producers. (Reprinted 2001) MT9615 AG Free

Growing Peas in Montana Instructions for growing field peas, including planting, weed control, diseases, uses, harvesting and yield. (1995) MT 9520 AG Free

Growing Garbanzo Beans in Montana (1984) 1B746 Free

Garbanzo Beans in Montana (1982) 2F239 Free

Dry Edible Beans: A Montana Specialty Crop (1989) MT8910AG Free

Triticale: A Montana Specialty Crop (1989) MT8904AG Free

Fababeans: A Montana Specialty Crop (1989) MT8906AG Free

Rapeseed (Including Canola): A Montana Specialty Crop (1989) MT8908AG Free

Buckwheat: A Potential Montana Specialty Crop (1993) MT8909AG Free

Safflower: A Montana Specialty Crop (1989) MT8916AG Free

Farm Management Basics

Preparing and Interpreting a Balance Sheet (1991) EB 92 \$4.00

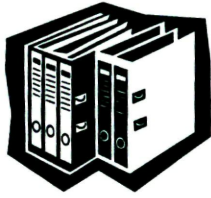
Evaluating Farm Based Alternatives for Supplemental Income (1991) EB 94 Free

Financial Ratio Analysis: Uses and Limitations for Farm Firms (1985) MT8388AG Free

How to Select an Accountant (1985) MT8390AG Free

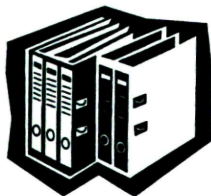


Computer Software and Hardware Selection for Farm and Ranch Managers © (1984)
Sustaining Western Rural Landscapes, Diverse and Productive
T8419AG Free



Developing a Chart of Accounts for the Farm and Ranch (1995) EB 135 Free
Farm/Ranch Office and Record Keeping Procedures (1984) MT8387AG Free
Farm and Ranch Record Book (Complete) (F/R RB) (1987) 2P002 \$8.00
(F/R RB) Expenditures-FR I (1987) 2P002A 20¢
(F/R RB) Expenditures-FR1A (1987) 2P002B 10¢
(F/R RB) Expenditures 2P002C 20¢
(F/R RB) Receipts 2P002D 20¢
(F/R RB) Hired Labor Wages and Withholding 2P002E 20¢
(F/R RB) Accounts and Notes Payable 2P002F 20¢
(F/R RB) Net Worth Statement 2P002G 20¢
(F/R RB) Supporting Schedules for Net Worth Sheet I & 2 (1985) 2P002H 20¢
(F/R RB) Supporting Schedules Sheet 3 & 4 (1985) 2P002I 20¢
(F/R RB) Depreciation Record Sheet 1 2P002Q 20¢
(F/R RB) Depreciation Record Sheet 2 2P002R 20¢
(F/R RB) Yearly Summary of Monthly Expenditures Sheet 1 (1983) 2P002S 20¢
(F/R RB) Yearly Summary of Expenditures Sheet 2 2P002T 10¢
(F/R RB) Yearly Summary of Expenditures Sheet 4 2P002U (1983) 20¢
(F/R RB) Profit and Loss Statement 2P002V 20¢
(F/R RB) Yearly Summary of Monthly Receipts (1986) 2P002W 20¢
(F/R RB) Comparative Analysis Sheet 2P002X 20¢
(F/R RB) Work Sheet 2P002Y 20¢





Specialty Crop Marketing Associations (1992) EB 100 Free

What to Consider in Special Crop Contracts. (1996) MT8918AG

Range Management

Basic Principles of Grass Growth and Management Describes in detail life processes of grass and how these processes can be enhanced by proper management of grazing. Illustrated. 13 pages. (1996) EB 35 \$1.25

Stream and Riparian Area Management: A Home Study Course for Managers (1999) 4446

Entire Package, includes written materials and one set of four videos

Montana Residents = \$70.00 each

Non-Montana Residents = \$80.00 each

Written Materials Only, includes workbook and supplemental materials

Montana Residents = \$15.00 each

Non-Montana Residents = \$25.00 each

Videos Only, set of four videos. This option is available for only those individuals who have already purchased the written materials.

Montana and Non-Montana Residents = \$55.00 each

Business

Starting a Small Business: The Feasibility Analysis How to evaluate whether your business idea is worth pursuing. Includes worksheets. (1996) MT9510HR Free

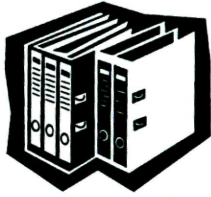
Basics of Marketing for Small Business and Entrepreneurs Gives details on 5 steps small businesses should take in marketing their products or services. (1997) MT9012HR Free

The Importance of Image for Retailers Unsatisfactory store images leave lasting impressions on consumers. This guide outlines how small business owners can evaluate and improve their image -- from store appearance to staff presence. (1997) MT9705HR Free

Marketing Research for Entrepreneurs and Small Business Managers No matter what your budget or experience, marketing research can help your business market more successfully. (1997) MT9013HR Free

Managing the 4 "P"s (Product-Price-Place-Promotion) in Small Business (1991)

MT9101HR Free *Sustaining Western Rural Landscapes, Lifestyles and Livelihoods - © 2003*



Home-Based Business...Is It for Me? (1987) EB 4 Free

Home, Health & Family
Families and Parenting

50 Stress Busting Ideas for Your Well-Being (2000) MT200016HR

Dealing With Anger in Relationships (2000) MT200004HR

Be Your Own Best Friend Exercises help build morale and self esteem. (1994) EB 20

It's Your Choice: Decision Making and Goal Setting (1990) MT9011HR

Outdoors, Environment and Wildlife
Forestry

Forest Ecosystem Stewardship. (1996) EB 141

Trees and Shrubs in Montana (1993) 2B0323

Riparian Forest Stewardship. (1994) EB 118

Montana Forestry BMPs (Best Management Practices) (1991) EB 96

Windbreaks for Montana: A Landowner's Guide (1986) 2B0366

Range Management

Range Plants of Montana. (1994) EB 122

Range and Pasture Records (1993) EB 119

A Guide for Planning, Analyzing & Balancing Forage Supplies With Livestock Demands (1991) EB 101

Forage Use: A Tool for Planning Range Management (1988) EB 30

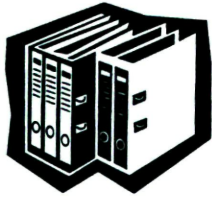
Brandais—Opportunities for Survival & Success in Ranching. (1983)

Water

Your Home's Health: Household Water Treatment (brochure, 1991) 4419

Household Drinking Water Protection and Treatment (1991) EB 102





Bottled Waters (1987) MT8709HR

Septic Tank and Drainfield Operation and (1996) MT9401HR

Is Your Water at Risk? A Water Quality Assessment Program for Your. (1996) EB 139

Montana Farm*A*Syst (Farmstead Assessment System: An Action Program for Safe Drinking Water) (1994) EB 124

Water Quality Testing (1984) MT8418AG

Iron and Iron Bacterial Problems in Montana Groundwater (1988) MT8804AG

Septic System Inspection and Trouble. (1997) MT9403HR

Wildlife

A Sportsman's Guide to Landowner. (1998) MT9813AG

Riparian Forest Wildlife. (1997) EB 146

Rancher's Guide for Monitoring Elk, Deer and Pronghorn Antelope Populations in. (1996) MT9516AG

Managing Montana Farm Habitats for. (1997) MT9515AG

Coping with Snakes in Montana. (1997) MT9617AG

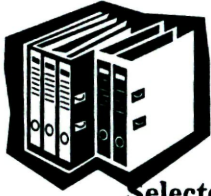
Videos

Community Tourism Assessment Program. (21 minutes, 1998) VIDEO 40

Fun on the Farm: Starting a Farm and Ranch Recreation Business. (45 minutes, 1995) VIDEO 36

Market Montana: Agricultural Entrepreneurs Tell Their Story. (25 minutes, 1995) VIDEO 31





Selected Publications from University of Idaho's Extension On Line Catalog
<http://info.ag.uidaho.edu/Catalog/catalog.htm> (last visited September 5, 2001)

1992 CIS 949, Order # 393, A Primer on Costs

1989 EXT 699, Order #596, Assessing the Potential for Farm and Ranch Recreation

1992 CIS 940, Order #384, Business and the Family

1992 CIS 939, Order # 383, Business Ownership

PNW 001-CS, [Computer Software] Crop Profitability Analysis, v.2.0
Helps you make long-run cropping decisions, especially for perennial crops with establishment periods such as orchard crops, berries, vineyards, and alfalfa hay. Uses enterprise budget data to compare the profitability and net annual cash flows of potential crops. comes with 20-page user guide.

MCUG 14, [Computer Software] Enterprise Budget Worksheet, v2.12

MCUG 41, [Computer Software] Gross Margin Analysis, v1.11
Performs gross margin analysis on as many as 10 crops and for the whole farm.

1993 CIS 981, Order #425, Identifying Domestic Markets—Indirect Marketing of Produce

1992 CIS 941, Order #385, Licenses and Legal Requirements

Order # 793 (available from OSU), [Available for Download as a PDF] Marketing Alternatives for Specialty Produce 2000 PNW 241

1993 CIS 980, Order #424, Marketing Internationally

1992 EXT 741, Order # 620, Marketing Your Produce Directly to Consumers

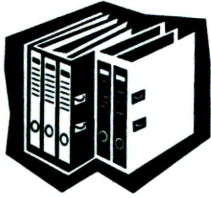
1993 CIS 978, Order # 422, Planning Your Business

1992 CIS 942, Order # 386, Pricing Nontraditional Products and Services

1992 EXT 743, Order # 622, Specialty Farming in Idaho--Is It for Me?

1992 CIS 945, Order #389, Understanding Budgets and the Budgeting Process





Selected Publications from the University of Wyoming Cooperative Extension
<http://www.uwyo.edu/ces/pubs2.htm> (last visited September 5, 2001)

BETTLE, ALAN A. & KENDALL L. JOHNSON, "Sagebrush in Wyoming" (Wyoming Cooperative Extension Service, B-779, R1996)

BREWER, MICHAEL J., "Honey Bee" (Wyoming Cooperative Extension Service, B-1013.6, 1995).

COOK, JIM, "Practices to Speed Vegetable Growth in Wyoming's Climate" (Wyoming Cooperative Extension Service, B-684.6, 1986)

FOULKE, THOMAS, STEVEN J. TOROK, TEX TAYLOR, & EDWARD BRADLEY, "Enterprise Budget: Bison Cow-calf" (Wyoming Cooperative Extension Service, B-1092, 2001)

HILL, OLIVER C., "Packing and Outfitting Manual" (Wyoming Cooperative Extension Service, B-636R, 199_)

JACOB, JAMES J., DAVID T. TAYLOR, KARL WUNDERLICH, & CARL OLSON, "Hunting Enterprises on Wyoming Ranches: Costs and Returns" (Wyoming Cooperative Extension Service, B-939, 1990)

LEWIS, ANDREA M. & JOE HILLER, "Waterborne Disease Alert for Campers" (Wyoming Cooperative Extension Service, B-1000, 1994)

OLSON, RICH & ANDREA M. LEWIS, "Building and Locating Backyard Birdhouses" (Wyoming Cooperative Extension Service, B-995, 1994)

OLSON, RICH, "Constructing Wetlands in the Intermountain West: Guidelines for Land Resource Managers" (Wyoming Cooperative Extension Service, B-1078, 1999).

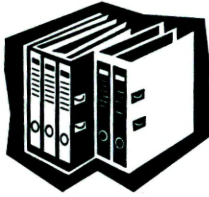
OLSON, RICH, "Cover: Its Importance to Wyoming's Wildlife" (Wyoming Cooperative Extension Service, B-967, 1992)

OLSON, RICH, "Developing Wetlands to Benefit Wildlife and Livestock" (Wyoming Cooperative Extension Service, B-938, 1990)

OLSON, RICH & SHELLEY DOUTHIT, "The Hummingbird, Attracting and Enjoying Wyoming's Most Fascinating Bird" (Wyoming Cooperative Extension Service, B-986, 1994).

OLSON, RICH & ANDREA M. LEWIS, "Landscaping Guidelines to Attract Wildlife" (Wyoming Cooperative Extension Service, B-1001, 1994)





OLSON, RICH, "Mule Deer Habitat Requirements and Management in Wyoming"
(Wyoming Cooperative Extension Service, B-965, 1992)

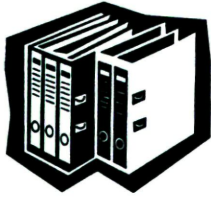
OLSON, RICH, "White Tailed Deer Habitat Requirements and Management"
(Wyoming Cooperative Extension Service, B-964, 1992)

OLSON, RICH, "Winter Big Game Feeding: An Undesirable Wildlife Management Practice" (Wyoming Cooperative Extension Service, B-1003, 1994)

ROTTMAN, SUSAN J. & JEFF POWELL, "Town & Country Bed and Breakfast"
(Wyoming Cooperative Extension Service, B-933, 1990)

TAYLOR, DAVID T. & ROBERT R. FLETCHER, "The Economic Impact of the Wyoming Outfitter Industry" (Wyoming Cooperative Extension Service, B-959, 1991)





Selected Publications from Utah State University's Extension Catalog
<http://extension.usu.edu/publica/index.htm> (last visited September 5, 2001)

Electronic Files

General Agriculture Publications

ERI95-02 - Using Quicken as a Farm Accounting System... (1995 - Larry Bond)
ERI95-03 - Farm and Ranch Accounting Using Quicken (1995 - Larry Bond)
ERI94-04 - A Lesson Plan for Teaching Accounting for the Home Using Quicken 8.0
(1995 - Larry Bond)

Paper Files

Family Life Publications

FL-OSU1229, Financial Planning--How to Prepare an Income/Expense Statement

Natural Resources Publication

NR-227, Utah Riparian Management
NR-439, Survey of Fee Hunting for Deer & Elk on Private Land in Utah
NR-453, Utah Conservation Directory
NR-502, Utah and Nevada Wood Industry Directory 1997-M.Kuhns
NR/FF/003, Forest Management Planning - Perez



WEB SITES



C. Web sites

1. General

Sustaining Western Rural Landscapes, Lifestyles & Livelihoods partnership
www.agdiversity.org

National SARE and Sustainable Agriculture Network
www.sare.org

National Agriculture Library
www.nal.usda.gov/afsic/AFSIC_pubs/altlist.htm

Small Farm Today
www.smallfarmtoday.com

AgVentures
www.agventures.com

Farming Alternatives Program
www.cals.cornell.edu/dept/ruralsoc/fap/fap.html

USDA Economic Research Service reports
www.econ.ag.gov

USDA National Agricultural and Statistics Service reports
www.usda.gov/nass

Census (including agricultural census) Data
www.census.gov

Sustainable Farming Connection
<http://www.ibiblio.org/farming-connection/>





Community Alliance for Family Farmers
<http://www.caff.org/sustain/index.html>

2. Business development

Wyoming Small Business Development Center
www.uwyo.edu/sbdc

Rancher Net
www.ranchernet.com/members.htm

Wyoming Business Council
www.wyomingbusiness.org

3. Finance

A Farmer's Guide to Agricultural Credit
www.farmdoc.uiuc.edu/finance –

4. Natural Resources

NRCS data resources and links to other data
www.ncg.nrcs.usda.gov/nsdi_node

Natural Resources Inventory Database
www.nhq.nrcs.usda.gov/nri_sumbook

5. Agritourism

Farm and Ranch Recreation
www.uwyo.edu/ranchrecre





6. **Alternative Livestock**

National Bison Association

<http://www.bisoncentral.com/raising/status.asp>

University of Nebraska Bison Publications

<http://www.ianr.unl.edu/pubs/farmmgmt/nf356.htm>

Great Plains Buffalo Association

<http://www.gpbuffalo.org/>

North American Elk Breeders Association

<http://www.naelk.org/>

North American Deer Farmers Association

<http://www.nadefa.org/>

Reindeer Owners and Breeders Association

<http://cybercervus.com/roba/roba.htm>

Llama Producers

<http://www.llamaproducers.com/>

American Emu Association

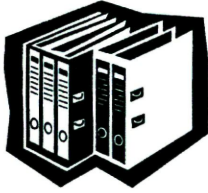
<http://www.aea-emu.org/>

7. **Aquaculture**

Aquaculture Network Information Center

<http://aquanic.org/>





D. Bibliography

American Farmland Trust. 2002. *Farming on the Edge: Sprawling Development Threatens America's Best Farmland*. Washington, D.C.

American Farmland Trust, the Center of the American West and the Nature Conservancy. 2002. *Strategic Ranchland in the American West*. Ft. Collins, CO.

AMFAC Mechanical Supply Co. v. Federer, 645 P. 2d 73 (Wyo. 1982).

Bahl, Steven C. 1994. *Judicial Approaches to Resolving Dissention Among Owners of the Family Farm*, 73 Neb. L. Rev. 14.

Brodsky, Norm. 1996. *Paying for Growth*. Inc., October issue, Boston, MA.

Centner, Terrence J. 2000. *Tort Liability for Sporting and Recreational Activities: Expanding Statutory Immunity for Protected Classes and Activities*. 26 J. Legis. 1.

Cooperman v. David, 214 F. 3d 1162 (10th. Cir. 2000).

Haggerty, Mark. 2000. *The Cost of Community Services in Custer County, Colorado*. The American Farmland Trust, San Isabel Foundation, Custer Heritage Committee, and the Sonoran Institute. Tucson, AZ.

Halweil, Brian. 2000. *Where Have all the Farmers Gone?* World Watch Magazine, Sept./Oct. 2000, Washington, D.C.

Hiam, Alexander. 1997. *Marketing for Dummies*. IDG Books Worldwide, Inc., Foster City, CA.

Kotler, Philip. 1999. *How to Create, Win, and Dominate Markets*. The Free Press, Simon and Schuster Inc., New York, NY.

Kotler, Philip. 1980. *Marketing Management*. Prentice Hall Inc., Englewood Cliffs, NJ.

Levinson, J. C. 1998. *Guerrilla Marketing*. Houghton Mifflin Company, Boston, MA.

Lieberman v. Wyoming.com LLC, 11P. 3d (Wyo. 2000).

Monroe, James R. 1999. *The Restructuring of Agribusiness Operations from a Tax Perspective*, 4 Drake J. Agric. L. 407, 435-36.





Purcell, W., C.E. Ward, T.C. Schroeder, R. Jones, J. Mintert, J.N. Trapp, B.K. Goodwin, and M.T. Holt. 1998. *White paper on Status, Conflicts, Issues, Opportunities, and Needs in the U.S. Beef Industry*. Virginia Polytechnic Institute and State University, Blacksburg, VA.

Schroeder, A. and Gay George. 2001. *Selecting the Right Business Form for Your Agricultural Business*. Univ. of Wyoming Coop. Ext. Service, Laramie, WY.

Schroeder, A. and Rich Olson. 2001. *Minimizing Landholder Liability from Public Recreation Use of Private Lands*. Univ. of Wyoming Coop. Ext. Service, Laramie, WY.

Standard Rate and Data Service. 1998. *The Lifestyle Market Analyst*. National Demographics and Lifestyles, The Polk Company, Southfield, MI.

Thomas, K.H. and M.D. Boehlje. 1982. *Farm Business Arrangements: Which One For You*. North Central Regional Extension publ. 50, Rev. 1982.

Treas. Req. 1.704-1(e)(2)(viii) ().

U.S. Department of Agriculture, National Agricultural Statistics Service. 1997. *Agricultural Statistics*. U.S. Government Printing Office: Washington, D.C.

U.S. Department of Agriculture, National Agricultural Statistics Service. 1998. *Agricultural Statistics*. U.S. Government Printing Office: Washington, D.C.

U.S. Department of Agriculture, National Agricultural Statistics Service. 1999. *Wyoming Agricultural Statistics*. U.S. Government Printing Office: Washington, D.C.

U.S. Department of Agriculture, National Agricultural Statistics Service. 1982. *Census of Agriculture*. U.S. Government Printing Office: Washington, D.C.

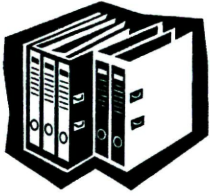
U.S. Department of Agriculture, National Agricultural Statistics Service. 1987. *Census of Agriculture*. U.S. Government Printing Office: Washington, D.C.

U.S. Department of Agriculture, National Agricultural Statistics Service. 1992. *Census of Agriculture*. U.S. Government Printing Office: Washington, D.C.

U.S. Department of Agriculture, National Agricultural Statistics Service. 1997. *Census of Agriculture*. U.S. Government Printing Office: Washington, D.C.

U.S. Department of Agriculture, Natural Resources Conservation Service. *Field Office Technical Guide*. Washington, D.C.





U.S. Department of Agriculture, Natural Resources Conservation Service. 1997. *National Range and Pasture Handbook*. Washington, D.C.

U.S. Department of Agriculture, Natural Resources Conservation Service. 1997. *National Resources Inventory*. Washington, D.C.

U.S. Department of Commerce, Bureau of Economic Analysis. 1998. *Regional Economic Information System*. Washington, D.C.

U.S. Department of Commerce, Census Bureau. 2000. *Population Profile of the United States: 2000*. Washington, D.C.

U.S. Department of the Treasury, Internal Revenue Service. 1992. *Tax Facts*. Washington, D.C.

Wyoming Agricultural Statistics Service and Wyoming Business Council, Agribusiness Division. 2000. *Wyoming Farm and Ranch Supplemental Income Survey*. Cheyenne, WY.

Wyoming Department of Employment. 2001. *Wyoming Labor Force Trends*. Cheyenne, WY.

Wyoming Secretary of State. 2001. *Filing Fee Schedule*. Cheyenne, WY.

Wyo. Stat. Ann. 17-17-140(a)(i)(Lexis Nexis 2001).

Zagorski, Joe. 1996. *National Business News, Nov./Dec.*, National Business Association, Dallas, TX.



INSTRUCTIONS ON REVERSE SIDE

MONTHLY CASH FLOW PROJECTION

NAME OF BUSINESS		ADDRESS				OWNER				TYPE OF BUSINESS				PREPARED BY				DATE												
YEAR	MONTH →	Pre-Start-up Position		1		2		3		4		5		6		7		8		9		10		11		12		TOTAL		
		Estimate	Actual	Estimate	Actual	Estimate	Actual	Estimate	Actual	Estimate	Actual	Estimate	Actual	Estimate	Actual	Estimate	Actual	Estimate	Actual	Estimate	Actual	Estimate	Actual	Estimate	Actual	Estimate	Actual	Estimate	Actual	Columns 1-12
1. CASH ON HAND																														1.
(Beginning of month)																														
2. CASH RECEIPTS																														2.
(a) Cash Sales																														(a)
(b) Collections from Credit Accounts																														(b)
(c) Loan or Other Cash Injection (Specify)																														(c)
3. TOTAL CASH RECEIPTS																														3.
(2a+2b+2c=3)																														
4. TOTAL CASH AVAILABLE																														4.
(Before cash out) (1+3)																														
5. CASH PAID OUT																														5.
(a) Purchases (Merchandise)																														(a)
(b) Gross Wages (Excludes withdrawals)																														(b)
(c) Payroll Expenses (Taxes, etc.)																														(c)
(d) Outside Services																														(d)
(e) Supplies (Office and operating)																														(e)
(f) Repairs and Maintenance																														(f)
(g) Advertising																														(g)
(h) Car, Delivery, and Travel																														
(i) Accounting and Legal																														
(j) Rent																														
(k) Telephone																														(k)
(l) Utilities																														(l)
(m) Insurance																														(m)
(n) Taxes (Real estate, etc.)																														(n)
(o) Interest																														(o)
(p) Other Expenses (Specify each)																														(p)
(q) Miscellaneous (Unspecified)																														(q)
(r) Subtotal																														(r)
(s) Loan Principal Payment																														(s)
(t) Capital Purchases (Specify)																														(t)
(u) Other Start-up Costs																														(u)
(v) Reserve and/or Escrow (Specify)																														(v)
(w) Owner's Withdrawal																														(w)
6. TOTAL CASH PAID OUT																														6.
(Total 5a thru 5w)																														
7. CASH POSITION																														7.
(End of month) (4 minus 6)																														
ESSENTIAL OPERATING DATA																														
(Non-cash flow information)																														
A. Sales Volume (Dollars)																														
B. Accounts Receivable (End of month)																														
C. Bad Debt (End of month)																														
D. Inventory on Hand (End of month)																														D.
E. Accounts Payable (End of month)																														E.
F. Depreciation																														F.

GUIDELINES

GENERAL

Definition: A cash flow projection is a forecast of cash funds* a business anticipates receiving, on the one hand, and disbursing, on the other hand, throughout the course of a given span of time, and the anticipated cash position at specific times during the period being projected.

Objective: The purpose of preparing a cash flow projection is to determine deficiencies or excesses in cash from that necessary to operate the business during the time for which the projection is prepared. If deficiencies are revealed in the cash flow, financial plans must be altered either to provide more cash by, for example, more equity capital, loans, or increased selling prices of products, or to reduce expenditures including inventory, or allow less credit sales until a proper cash flow balance is obtained. If excesses of cash are revealed, it might indicate excessive borrowing or idle money that could be "put to work." The objective is to finally develop a plan which, if followed, will provide a well-managed flow of cash.

The Form: The cash flow projection form provides a systematic method of recording estimates of cash receipts and expenditures, which can be compared with actual receipts and expenditures as they become known—hence the two columns, Estimate and Actual. The entries listed on the form will not necessarily apply to every business, and some entries may not be included which would be pertinent to specific businesses. It is suggested, therefore, that the form be adapted to the particular business for which the projection is being made, with appropriate changes in the entries as may be required. Before the cash flow projection can be completed and pricing structure established, it is necessary to know or to estimate various important factors of the business, for example: What are the direct costs of the product or services per unit? What are the monthly or yearly costs of the operation? What is the sales price per unit of the product or service? Determine that the pricing structure provides this business with reasonable breakeven goals (including a reasonable net profit) when conservative sales goals are met. What are the available sources of cash, other than income from sales; for example, loans, equity capital, rent, or other sources?

Procedure: Most of the entries for the form are self-explanatory; however, the following suggestions are offered to simplify the procedure:

- Suggest even dollars be used rather than showing cents.
- If this is a new business, or an existing business undergoing significant changes or alterations, the cash flow part of the column marked "Pre-start-up Position" should be completed. (Fill in appropriate blanks only.) Costs involved here are, for example, rent, telephone, and utilities deposits before the business is actually open. Other items might be equipment purchases, alterations, the owner's cash injection, and cash from loans received before actual operations begin.
- Next fill in the pre-start-up position of the essential operating data (non-cash flow information), where applicable.
- Complete the form using the suggestions in the partial form below for each entry.

CHECKING

In order to insure that the figures are properly calculated and balanced, they must be checked. Several methods may be used, but the following four checks are suggested as a minimum:

CHECK #1: Item #1 (Beginning Cash on Hand—1st Month) plus Item #3 (Total Cash Receipts—Total Column) minus Item #6 (Total Cash Paid Out—Total Column) should be equal to Item #7 (Cash Position at End of 12th Month).

*Cash funds, for the purpose of this projection, are defined as cash, checks, or money order, paid out or received.

CHECK #2: Item A (Sales Volume—Total Column) plus Item B (Accounts Receivable—Pre-start-up Position) minus Item 2(a) (Cash Sales—Total Column) minus Item 2(b) (Accounts Receivable Collection—Total Column) minus Item C (Bad Debt—Total Column) should be equal to Item B (Accounts Receivable at End of 12th Month).

CHECK #3: The horizontal total of Item #6 (Total Cash Paid Out) is equal to the vertical total of all items under Item #5 (5(a) through 5(w)) in the total column at the right of the form.

CHECK #4: The horizontal total of Item #3 (Total Cash Receipts) is equal to the vertical total of all items under #2 (2(a) through 2(c)) in the total column at the right of the form.

ANALYZE the correlation between the cash flow and the projected profit during the period in question. The estimated profit is the difference between the estimated change in assets and the estimated change in liabilities before such things as any owner withdrawal, appreciation of assets, change in investments, etc. (The change may be positive or negative.) This can be obtained as follows:

The change in assets before owner's withdrawal, appreciation of assets, change in investments, etc., can be computed by adding the following:

- Item #7 (Cash Position—End of Last Month) minus Item #1 (Cash on Hand at the Beginning of the First Month).
- Item #5 (t) (Capital Purchases—Total Column) minus Item F (depreciation—Total Column).
- Item B. (Accounts Receivable—End of 12th Month) minus Item B (Accounts Receivable—Pre-start-up Position).
- Item D. (Inventory on Hand—End of 12th Month) minus Item D (Inventory on Hand—Pre-start-up Position).
- Item #5 (w) (Owner's withdrawal—Total Column) or dividends, minus such things as an increase in investment.
- Item #5 (v) (Reserve and/or Escrow—Total Column).

The change in liabilities (before items noted in "change in assets") can be computed by adding the following:

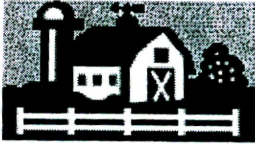
- Item 2(c) (Loans—Total Column) minus 5(s) (Loan Principal Payment—Total Column).
- Item E (Accounts Payable—End of 12th Month) minus E (Accounts Payable—Pre-start-up Position).

ANALYSIS

- The cash position at the end of each month should be adequate to meet the cash requirements for the following month. If too little cash, then additional cash will have to be injected or cash paid out must be reduced. If there is too much cash on hand, this money is not working for your business.
- The cash flow projection, the profit and loss projection, the breakeven analysis, and good cost control information are tools which, if used properly, will be useful in making decisions that can increase profits to insure success.
- The projection becomes more useful when the estimated information can be compared with actual information as it develops. It is important to follow through and complete the actual columns as the information becomes available. Utilize the cash flow projection to assist in setting new goals and planning operations for more profit.

1. CASH ON HAND (Beginning of month)	Cash on hand same as (7), Cash Position Previous Month
2. CASH RECEIPTS	
(a) Cash Sales	All cash sales. Omit credit sales unless cash is actually received.
(b) Collections from Credit Accounts	Amount to be expected from all credit accounts
(c) Loan or Other Cash Injection	Indicate here all cash injections not shown in 2(a) or 2(b) above. See "A" of "Analysis"
3. TOTAL CASH RECEIPTS (2a+2b+2c+3)	Self-explanatory
4. TOTAL CASH AVAILABLE (Before cash out) (1+3)	Self-explanatory
5. CASH PAID OUT	
(a) Purchases (Merchandise)	Merchandise for resale or for use in product (paid for in current month)
(b) Gross Wages (Excludes withdrawals)	Base pay plus overtime (if any)
(c) Payroll Expenses (Taxes, etc.)	Include paid vacations, paid sick leave, health insurance, unemployment insurance, etc. (this might be 10 to 45% OF 5(b))
(d) Outside Services	This could include outside labor and/or material for specialized or overflow work, including subcontracting
(e) Supplies (Office and operating)	Items purchased for use in the business (not for resale)
(f) Repairs and Maintenance	Include periodic large expenditures such as painting or decorating
(g) Advertising	This amount should be adequate to maintain sales volume—include telephone book yellow page cost
(h) Car, Delivery, and Travel	If personal car is used, charge in this column—include parking
(i) Accounting and Legal	Outside services, including, for example, bookkeeping
(j) Rent	Real estate only (See 5(p) for other rentals)
(k) Telephone	Self-explanatory
(l) Utilities	Water, heat, light, and/or power
(m) Insurance	Include all types: fire, liability, product spoilage, executive life—except those included in 5(c)
(n) Taxes (Real estate, etc.)	Plus inventory tax—sales tax—excise tax, if applicable
(o) Interest	Remember to add interest on loan as it is injected (see 2(c) above)
(p) Other Expenses (Specify each)	Unexpected expenditures may be included here as a safety factor
(q) Miscellaneous (Unspecified)	Equipment expended during the month should be included here (Non capital equipment)
(r) Subtotal	When equipment is rented or leased, record payments here
(s) Loan Principal Payment	Small expenditures for which separate accounts would not be practical
(t) Capital Purchases (Specify)	This subtotal indicates cash out for operating costs
(u) Other Start-up Costs	Include payment on all loans, including vehicle and equipment purchases on time payments
(v) Reserve and/or Escrow (Specify)	Non-expensed (depreciable) expenditures such as equipment, building, vehicle purchases, and leasehold improvements
(w) Owner's Withdrawal	Expenses incurred prior to first month projection and paid for after the "start-up" position
	Example: insurance, tax, or equipment escrow to reduce impact of large periodic payments
	Should include payment for such things as owner's income tax, social security, health insurance, etc.
6. TOTAL CASH PAID OUT (Total 5a thru 5w)	Self-explanatory
7. CASH POSITION (End of month) (4-6)	Enter this amount in (1) Cash on Hand following month—See "A" of "Analysis"
ESSENTIAL OPERATING DATA (Non-cash flow information)	This is basic information necessary for proper planning and for proper cash flow projection. In conjunction with this data, the cash flow can be evolved and shown in the above form.
A. Sales Volume (Dollars)	This is a very important figure and should be estimated carefully, taking into account size of facility and employee output as well as realistic anticipated sales (Actual sales performed—not orders received)
B. Accounts Receivable (End of month)	Previous unpaid credit sales plus current month's credit sales, less amounts received current month (deduct "C" below)
C. Bad Debt (End of month)	Bad debts should be subtracted from (B) in the month anticipated
D. Inventory on Hand (End of month)	Last month's inventory plus merchandise received and/or manufactured current month minus amount sold current month
E. Accounts Payable (End of month)	Previous month's payable plus current month's payable minus amount paid during month
F. Depreciation (End of month)	Established by your accountant, or value of all your equipment divided by useful life (in months) as allowed by Internal Revenue Service

VII. Appendices



A. Existing farm and ranch supplemental enterprises.

Activity	Category Code	Number of Times Activity was Reported	Percent of all reports (4,096)
Big Game Hunting	5	545	13.3 %
Cutting or Stacking hay	3	455	11.1%
Harvest Activity for Others	3	239	5.8%
Certified Seed Production	1	189	4.6%
Guiding or Outfitting	5	155	3.8%
Gas Production	7	151	3.7%
Oil Production	7	140	3.4%
Planting for Others	3	139	3.4%
Riding or Dude Ranch Activity	6	94	2.3%
Bird Hunting	5	89	2.2%
Raising Goats	2	87	2.1%
Working Ranch Activity	6	87	2.1%
Fishing	5	79	1.9%
Cabin Rental/Trailer Parking for Hunting	5	79	1.9%
Vegetable Production	1	63	1.5%
Roping	6	61	1.5%
Prairie Dog Hunting	5	51	1.3%
Llamas	2	41	1.0%
Bed and Breakfast	6	39	1.0%
Nursery Crops	1	33	0.8%
Sight-seeing/Bird Watching	6	32	0.8%
Game Birds	2	29	0.7%
Buffalo/Beefalo	2	28	0.7%
Honey Bees	2	20	0.5%
Rock Picking	6	19	0.5%
Sunflower Production	1	17	0.4%
Aquaculture	2	16	0.4%
Sand or gravel	7	16	0.4%
Ostriches or emus	2	13	0.3%
Timber	1	10	0.2%

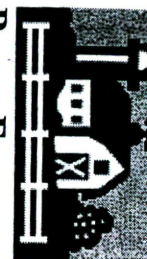




Frequency of Gross Income Ranges for Most Popular Activities												
Activity	\$1 - \$999		\$1,000 - \$9,999		\$10,000 - \$29,000		\$30,000 - \$49,999		\$50,000 and over		Totals	
	no.	pct.	no.	pct.	no.	pct.	no.	pct.	no.	pct.	no.	pct.
Big Game Hunting	227	46%	199	40%	46	9%	11	2%	14	3%	497	100%
Cutting or stacking Hay	121	31%	190	49%	52	13%	15	4%	12	3%	390	100%
Harvesting for Others	43	20%	111	53%	36	17%	12	6%	9	4	211	100%
Certified Seed	27	18%	50	34%	25	17%	11	7%	36	24%	149	100%
Guiding/Outfitting	21	15%	65	46%	30	21%	6	4%	19	13%	141	100%
Gas Production	21	18%	47	39%	27	23%	5	4%	20	17%	120	100%
Oil Production	26	21%	60	48%	20	16%	6	5%	14	11%	126	100%
Planting	12	10%	69	55%	25	20%	10	8%	9	7%	125	100%
Riding/Dude-ranch Activities	12	15%	33	41%	15	19%	7	9%	13	16%	80	100%
Bird Hunting	23	29%	36	45%	13	16%	5	6%	3	4%	80	100%
Goats	49	79%	11	18%	2	3%	0	0%	0	0%	62	100%
Working Ranch	14	20%	28	39%	12	17%	5	7%	12	17%	71	100%
Fishing	8	11%	40	56%	13	18%	6	8%	5	7%	72	100%
Cabins/Trailer Parking for Hunting	19	26%	34	46%	10	14%	5	7%	6	8%	74	100%
Vegetables	31	58%	11	21%	2	4%	4	8%	5	9%	53	100%
Roping	19	39%	23	47%	5	10%	0	0%	2	4%	49	100%
Prairie Dog Hunting	14	30%	18	38%	7	15%	2	4%	6	13%	47	100%
Llamas	21	68%	8	26%	2	6%	0	0%	0	0%	31	100%
Bed & Breakfast	11	31%	14	39%	5	14%	3	8%	3	8%	36	100%
Nursery Crops	7	26%	8	30%	1	4%	2	7%	9	33%	27	100%
Sight-seeing/Bird Watching	8	29%	10	39%	3	11%	2	7%	5	18%	28	100%
Game Birds	10	45%	10	45%	2	9%	0	0%	0	0%	22	100%
Buffalo/Beefalo	3	13%	9	38%	5	21%	2	8%	5	21%	24	100%
Honey Bees	4	27%	6	40%	2	13%	0	0%	3	20%	15	100%
Rock Picking	5	33%	7	47%	0	0%	1	7%	2	13%	15	100%
Sunflower Production	2	13%	5	33%	3	20%	2	13%	3	20%	15	100%
Aquaculture	5	38%	5	38%	1	8%	1	8%	1	8%	13	100%

Source: Wyoming Agricultural Statistics Service, "Wyoming Farm and Ranch Supplemental Income Survey," Table 8 (Wyoming Business Council, Agribusiness Division, 2000).

B. Frequency of gross income ranges for most popular activities.





C. **Good etiquette toward persons with disabilities**

It's possible, and quite likely, that your potential customers could include someone with a disability. Are you prepared to communicate with and provide technical assistance to someone with a disability? The following twelve rules will help you in the event that you have a customer with a disability:

- Speak directly to a person who has a disability, not to his or her assistant (interpreter, aid, spouse, parent, friend, etc.)
- When talking with someone who is disabled, do not limit your conversation to things related to the person's disability. Instead, speak of topics about which you would talk with non-disabled persons (e.g., the lecture or sermon just given, the weather, the upcoming football game).
- Do not refer to a person in a wheelchair as "confined" to the wheelchair. The more acceptable terminology is "wheelchair user".
- Do not ask embarrassing questions. If a person who has a disability wants to tell you about his or her situation, you will be told.
- Do not stare or be disconcerted if you see a wheelchair user stand up and start walking. Some wheelchair users are able to do limited walking, but for major mobility must rely on a wheelchair.
- Do not be concerned if you find yourself saying words such as "see" to a person who is blind, or "hear" to a person who is deaf. These are acceptable ordinary words which will not cause offense.
- Avoid words such as "victim, "stricken with", "crippled", "mute", "deaf and dumb", "afflicted", etc.
- If you are with a person who uses an adaptive aid such as a cane or crutch, do not let a child move or play with it. Such aids are very costly, and if broken, may take a long time to repair. In addition, the person who needs them must be able to reach them quickly.





-
- Do not assume that because a person is deaf, he or she cannot use the telephone. Many deaf persons have a mechanical device called a TDD (telecommunication device for the deaf) which enables them to type phone messages over the telephone network.
 - When having a meal with a person who is visually handicapped or physically disabled, do not offer help with cutting food. The person will ask you, or will ask the server for help if he or she needs it.
 - When conversing with a person who is hearing impaired, look directly at that person rather than his or her interpreter. Try to have your face in the light. Do not chew gum, or talk with a cigarette in your mouth. Do not shout. If the person does not have an interpreter, and does not lip-read, and if you neither sign nor fingerspell, do not hesitate to write.
 - Do not make up your mind ahead of time about what a person who is disabled cannot do.



VIII. Producer Forms

This section contains a copy of each of the forms that are used in this guide to assist producers. Please copy the contents of this section prior to providing agricultural enterprise diversification technical assistance to your client. Place in a 3-ring binder or other form of folder for ease of use and management of information.

This information should remain with your client as a working database of their operation. Information can then be compiled and referred to as needed. Essentially, this will become an encyclopedia of each agricultural operation that you assist. These records can also be referenced by succeeding generations of operators for that specific farm or ranch.

Some of the information recorded may be sensitive, and therefore, should remain confidential to the client.



Goal chart - Once everyone involved in the business, including family members and key employees, understands the necessity of developing practical, holistic goals, each person should write down his or her goals on a goal chart similar to the one below. After everyone has completed an individual goal chart, the goals can be discussed and compared for compatibility.

Goal	Priority	Monitoring Progress (physical, financial, or personal indicators)	*Time line for Accomplishing Goal			Achieving Goal		
			Long- term	Inter- mediate	Short- term	Rewards	Barriers or Obstacles	Estimated Cost

- * Time line for Accomplishing Goal:
 - Short-term Goal - One year or less
 - Intermediate Goal - Longer than one year and less than five years
 - Long-term Goal - Five years or more



Personal Traits & Characteristics Assessment



This worksheet is designed to help one to think about one's traits (attitudes, habits, motivation) and skills that are relevant to starting and running a business;

- Identify weaknesses in personal skills. A person can take the appropriate actions to increase his or her skills and knowledge.
- Identify strengths in personal skills. A person will then know the characteristics they have that are important in order to be successful in a new business enterprise.
- Identify personal traits that are distinguishing characteristics of a particular person. These personal traits can be compared to the personal traits of successful entrepreneurs.

	Yes	Undecided or Don't Know	No
I often meet the goals I set for myself.			
If given a choice, I prefer to work with others on projects.			
I find it exciting when circumstances change and I must adapt or expand my abilities.			
I often identify new skills I need and work at acquiring them.			
I enjoy the task of juggling several tasks at once.			
I take responsibilities well.			
I can make quick decisions if needed.			
I am resourceful.			
I have a physical exam each year.			
I have good organization skills and abilities.			
I am a self-starter and am self-disciplined.			
I am always thinking about new/better ways to approach my business.			
I often think of innovative ways to solve problems.			
I have self-confidence and the courage to face risks.			
I am comfortable seeking guidance or information from others who are knowledgeable.			



Lifestyle and Family Traits Assessment



Every member of the family will be affected by the new enterprise, whether they are directly involved in it or not. It is important to know the expectations of each person and to discuss the similarities and differences in perceptions and expectations. Ask each member of the family to complete the assessment so that you can discuss the answers together. This worksheet will give you and your family an opportunity to determine the following:

- Identify the attitude and level of support toward the idea of starting a new enterprise.
- Identify areas of current or potential conflicts within the family system that may undermine the enterprise and/or the family.
- Identify level of family unity and strength.

	Yes	Undecided or Don't Know	No
It is difficult to keep home and work responsibilities separate.			
I support the idea of starting a new enterprise.			
Our family spends too little time together.			
I prefer low risk/low profit ventures to high risk/high profit ventures.			
Being able to stay on the farm/ranch is more important than making lots of money.			
Our family has discussed individual and family goals.			
It is very important for the children in our family to work on the farm/ranch.			
I don't want to work any harder than I work now.			
I enjoy the variety of challenges presented by life on a ranch/farm.			
I am pleased with my home as a place to live and work.			
I am prepared to lose my (our) savings.			
We have an estate plan and a will.			



Family Financial Management Assessment



The purpose of assessing family financial management is to give a family an opportunity to review basic financial practices or habits, and identify financial plans. Family financial practices signal whether or not a family may be at risk for financial problems. The first step toward financial control is identifying problem areas.

	Yes	Undecided or Don't Know	No
All members of my family are involved in financial management decisions.			
I/we set and write down financial goals.			
I/we analyze incoming and outgoing money.			
I/we track expenses.			
I/we develop and follow a spending plan.			
I/we have determined our family's net worth.			
I/we evaluate purchases based on need rather than on want.			
I and members of my family use a shopping plan regularly.			
I/we pay bills, including credit card bills, on time.			
I/we have a plan for reducing our consumer debt.			
I/we pay more than the minimum monthly payment due on credit card bills.			
I/we pay the full balance on credit card bills every month.			
I/we set up a household record keeping system.			
I/we save money for emergencies.			
I/we set up a savings plan for retirement.			
I/we set up a college savings plan for family members.			
I/we have a savings plan for other financial goals.			
I/we save to purchase big ticket household items instead of buying on credit.			
I/we have insurance to cover large, unexpected expenses such as a hospital bill.			
I/we read articles or listen to programs about personal financial management.			



Business Skills and Traits Assessment



This assessment encourages a person to consider his or her skills and traits that are important in starting and running a business:

- Identify weaknesses in business skills. A person can take the appropriate actions to increase his or her skills and knowledge.
- Identify strengths in business skills. A person benefits by recognizing his or her areas of strength that will make it more possible to have a successful business enterprise.
- Identify certain business traits that are distinguishing characteristics of a particular person. These business traits can be compared to traits of successful entrepreneurs.

I have knowledge in the following business management skills:	Yes	Undecided or Don't Know	No
Accounting and taxes			
Planning, organizing, and decision making			
Financial management (such as controlling costs and calculating profitability)			
Managing employees			
Delegating responsibilities			
Marketing skills, including selling and advertising			
Assessment of my business traits or characteristics:	Yes	Undecided or Don't Know	No
I enjoy competition.			
I try to keep up-to-date with customer trends, demands, and preferences.			
I have experience in this enterprise I am considering.			
I have good leadership abilities.			
I enjoy negotiating with others.			
I do not mind the office work (paper work) that is required in running an enterprise.			
I have a written plan for my existing operations.			
I am comfortable using a computer.			



Natural Resources Awareness Assessment



This assessment will help identify the land manager's awareness of the role of natural resources in their current operations and which natural resources have potential to be ranch commodities through providing additional income.

	Yes	Undecided or Don't Know	No
I have soil maps for my land units.			
Soil erosion might affect my profit margin.			
Soil erosion is visible at some locations on my ranch.			
Water is a limiting resource in my operation.			
I irrigate some parts of my farm/ranch.			
Grass/forage is important to my existing operation.			
I have a current (within last 5 years) range inventory.			
I know what the potential plant communities are for my land units.			
I know all of the species of wildlife that spend time on my ranch.			
I am familiar with the wildlife movement patterns on my land.			
I understand the habitat requirements for these species of wildlife.			
A person could view wildlife on my land.			
Hunting occurs on my land.			
Fishing occurs on my land.			
I can tolerate wildlife impacts on my land.			
I know the proper livestock stocking rates for my rangeland/ pastures.			
Livestock are rotated through various pastures.			
I have/work with horses.			
I am comfortable showcasing my land to others.			
There are scenic places on my ranch that I like to visit.			
I know who my local NRCS District Conservationist is.			
I know who my local Cooperative Extension Service educator is.			
I know my local Conservation District contacts.			



Community Resources Awareness Assessment



This assessment encourages a person to consider his or her position in the community as well as aspects about the community that are or may be critical to the success of the business.

- Identify one's knowledge of community resources.
- Identify one's involvement and participation in local government.
- Identify one's knowledge of local resources available in starting or enhancing your business.

	Yes	Undecided or Don't Know	No
I am a member of the Chamber of Commerce, know who the director is, or actively participate in Chamber activities.			
I know if our community has an economic development association or organization, and who is the director.			
I know that the economic development organization can assist me in applying for grants to enhance my business.			
I know who is our community's representative for the Wyoming Business Council.			
I know what services the Wyoming Business Council has to offer me in enhancing or beginning my business.			
I know who our community's USDA Rural Development specialist is.			
I know what programs/grants are available to me through USDA Rural Development.			
I know our community's Cooperative Extension educator.			
I know what programs Cooperative Extension can offer me to enhance my business opportunities.			
I know who the mayor of my community is.			
I know who the county commissioners are in my county.			
I participate on city/county boards.			
I am familiar with zoning regulations in my community, and know if my community has a land use plan.			
I know if my community has conducted a community assessment.			
I know who my banking resources are in my community.			
I know what services Small Business Administration has to offer me in enhancing or beginning my business.			
I know what services the Small Business Development Center has to offer me.			
I know that my enterprise will be/is strongly supported by my community.			





Human Resources #3 –_key resource people

- record key resource people, outside of the family unit and employees, who are or could be important to the agricultural operations.

Discipline	Name	Address/phone	Policy numbers
Natural resource specialists			
Business planning specialists			
Family doctor			
Clergyman			
Attorney			
Lender			
Accountant			
Financial advisor			
Health insurance			
Homeowners/ranch insurance			
Auto insurance			
Veterinarian			
Computer specialist			





Financial Resources

- record assets and liabilities for current enterprises of the target farm or ranch unit.

Assets

Current assets	Amount	Fixed assets	Value
Cash	\$	Land	\$
Savings and interest		Buildings	
Investments (stocks, bonds)		Equipment	
Accounts receivable			
Inventory (product, etc.)			
Livestock			
Stored crops			
Prepaid expenses			
Retirement			
Other		Other	

Liabilities

Current liabilities	Amount	Long-term liabilities (payable >5 years)	Amount
Property taxes	\$	Mortgages	\$
Federal taxes owed		Equipment notes	
State taxes owed			
Bills owed			
Feed, seed, fertilizer, gas			
Rent/leases			
Insurance			
Utilities			
Labor			
Marketing/trucking			
Operating expense loans			
Credit cards			
Child support/alimony			
Other		Other	





Marketing Resources

- Record the products marketed, the location and type of market, time of marketing, distance to the market, cost to market, and contact information for that market.
- Identify media market entities, such as TV radio, newspaper, Internet, and magazines.
- Record their target audience, size of their audience, their target service area, and contact information for media venue.

Current Markets:

Product	Where/how marketed?	When?	Distance from ranch	Cost		Contact information	
				Labor (hours)	\$\$	Name	Phone #

Media Markets:

Media outlets (tv, radio,paper)	Target audience	Listenership/viewership (# households)	Target service area	Contact information	
				Name	Phone #





Land Resources

- Consists of an inventory of all land resources, both deeded and leased.
- Record the types and amounts of rangeland, pasture, crops, forest, and other lands (e.g. headquarters, borrow areas, holding pens, etc.).
- Record the locations of any right-of-ways, easements, or deed restrictions and the terms for their use.

Type	Deeded acres	Acres	Leased land Lessor (BLM, etc.)	Length of lease
Rangeland				
Irrigated pasture				
Irrigated cropland				
Dryland crops				
Forestland				
Other				

Rights-of-way on property? _____ Deed restrictions? _____ Easements? _____

Location	Terms or conditions of use





Water Resources

- Information recorded for ponds/reservoirs, wells, and streams will provide cumulative water availability, capacities, allocations, and dependability for the land unit.

Ponds/reservoirs:

Location (pasture, land unit)	Size (acres)	Depth (feet)	Capacity (ac./ft.)	Water-right allocation	Dependability (seasonal, etc.)

Wells:

Location (legal, pasture)	Age/ cond.	Depth (feet)	Capacity gal./min.	Water-right allocation	Dependability (seasonal,etc.)	Expected lifespan

Streams:

Name & location (stream, land unit)	Perennial or intermittent	Length	Flow (gal./min.)			Water-right allocation
			High	When	Low	





Livestock – use a separate form for each class of livestock: cattle, sheep, horses, etc.

- Record production information (number of head and value, number of sales/culls and income, number purchased annually and cost).
- Record feed and forage requirements for each type of livestock.
- Record management requirements for each type of livestock (time of year, labor demand, and who does it).

Livestock type: _____	No. of head	Value	No. sold or culled annually	Value	No. purchased annually	Cost
Mature males						
Yearling males						
Mature females						
Yearling females						
Weaned young-of-year						

Feed/forage requirements:

Type	Amount needed (AUMs, tons)	Owned (AUMs, tons)	Leased (AUMs, tons)
Rangeland forage			
Pastureland forage			
Aftermath forage			
Raised feed (kind):			
Purchased feed (kind):			

Management requirements:

Activity	Time of year (specific dates)	Labor demand	Who does it?
Breeding/AI			
Pregnancy testing			
Birthing			
Weaning			
Shipping/sales			





Fences – power, woven, barbed, etc.

Location (farm, pasture)	Type	Length (feet)	Age	Condition/ maintenance needed	Expected lifespan





Equipment needed/desired – anything needed due to an upgrade or change in operations.

Type	Justification: Why you need it	Buy it or lease	Anticipated cost	Expected lifespan

Are there any safety features that need to be added to equipment to protect the operator or any passengers? _____.

Equipment item	Safety feature needed	Planned installation	Anticipated cost	Expected lifespan





Wildlife Resources #1 – Consumptive or harvestable wildlife

- Use a separate form for each species.
- Record the number of head, annual harvest, potential harvest, hunting season dates, and locations of the species (field, pasture) during hunting season.
- Record the forage demand for each species by field or pasture.
- Record the management requirements for each species (activity, time of year, labor demand, and who does it).

Type: _____	No. of head	Annual harvest	Potential harvest	Hunting season dates	Locations during hunting seasons (unit, pasture)
Mature males					
Yearling males					
Mature females					
Yearling females					
Juveniles					

Forage requirements:

Location (unit, pasture)	Dates present	Kind and # (bull, cow, calf)	Range AUMs	Pasture AUMs	Crop AUMs

Totals: _____

Management requirements:

Activity	Time of year (specific dates)	Labor demand (hours)	Who does it?
Hunt/hunter mgt.			
Fence damage			
Depredation mgt.			
Habitat improvement			





Wildlife Resources #2 – Non-consumptive wildlife

- Record photo/viewing opportunities for each species by location, time of year present, and accessibility from the nearest road/trail and ranch headquarters.
- Record birding opportunities for each species by location, time of year present, and accessibility from the nearest road/trail and ranch headquarters.

Photo/viewing opportunities – mammals, reptiles, amphibians

Species	Location (unit, pasture)	Time of year present	Accessibility	
			Nearest road/trail	HQ

Birding opportunities

Species	Location (unit, pasture)	Time of year present	Accessibility	
			Nearest road/trail	HQ





Fisheries Resources #1 – Ponds and Reservoirs

- Record location, size, depth, temperature, dependability, species present, and desired fish species for each pond and reservoir on the land unit.

Ponds/Reservoirs								
Location & name of pond (pasture)	Size (acres)	Depth (feet)		Temp. (F)		Dependability (seasonal, etc., and dates)	Present species	Desired/potential species
		hi	lo	Max.	Min.			





Recreation Resources

- Record any scenic vantage points on the land unit.
- Record any potential picnic, camping, cabin or lodge sites.
- Record potential trail routes for horses, bikes, hikers, and ATVs.
- Record the locations and descriptions of unique geological features.
- Record the locations and descriptions of other potential recreation resources.

Scenic vistas/viewsapes – vantage points offering especially spectacular views.

Location (unit, pasture, etc.)	Description (special features)	Accessibility (distance from HQ)	Availability (when its accessible)

Potential picnic, camping, cabin, lodge sites

Type	Location (unit, pasture, etc.)	Description (special features)	Distance from HQ	Availability (when its accessible)





Potential trail routes – horse, bike, hiking, ATV trail locations

Type	Location (units, pastures, etc.)	Description (special features)	Length of trail	Availability (when its accessible)

Unique geological sites – fossils, outcrops, formations, landscape rock

Location (unit, pasture, etc.)	Description (special features)	Accessibility (distance from HQ)	Availability (when its accessible)

Other potential recreation resources

Type	Location (unit, pasture, etc.)	Description (special features)	Distance from HQ	Availability (when its accessible)





Community Resources

Motels	# of rooms	Distance from ranch	Owner	
			Name	Phone #

Campgrounds	# of sites	Type of hookups	Distance from ranch	Owner	
				Name	Phone #

Restaurants/ lounges	# of seats	Distance from ranch	Hours		Owner	
			Summer	Winter	Name	Phone #

Convenience/ service stations	Distance from ranch	Hours		Owner	
		Summer	Winter	Name	Phone #





Entertainment facilities	Distance from ranch	Hours		Owner	
		Summer	Winter	Name	Phone #

Transportation (air, bus, train)	Distance from ranch	# of flights/day		Contact information	
		Summer	Winter	Name	Phone #

Banks, accounting, computer, printing services	Distance from ranch	Hours		Contact information	
		Summer	Winter	Name	Phone #

Emergency/medical services	Distance from ranch	Hours		Contact information	
		Summer	Winter	Name	Phone #





Local churches & denomination	Distance from ranch	Hours		Contact information	
		Summer	Winter	Name	Phone #

Repair/vet/UPS/ laundry, other services	Distance from ranch	Hours		Contact information	
		Summer	Winter	Name	Phone #

Schools/colleges attended by family	Distance from ranch	Hours		Contact information	
		Summer	Winter	Name	Phone #

Specialty stores (western apparel, art, gifts, etc.)	Distance from ranch	Hours		Owner	
		Summer	Winter	Name	Phone #

Snow removal? _____ How often? _____ Response time? _____





Use a table such as the one below to enter your SWOT analysis.

SWOT Analysis	POSITIVE	NEGATIVE
INTERNAL	Strengths	Weaknesses
EXTERNAL	Opportunities	Threats





Worksheets for a feasibility plan – Complete this analysis for the existing enterprise and for each potential enterprise.

1. *Description of products, services, and competition:* Detailed description of what the product/service does and what makes it special or unique, as well as potential markets.
2. *Enterprise operations:* Legal structure, human resource management, production/operation and maintenance, natural resources, and community considerations.
3. *Enterprise marketing plan:* Product(s)/service(s), target market(s), promotional and advertising plan; a distribution process; and the pricing strategy. (Note: distribution process refers to how you will get your product or service to the end user.)
4. *Enterprise funding plan:* Funding strategy – includes funding required, where financing will be obtained (debt and/or equity financing); and projected financial information.
5. *Profit/loss plan:* A projected financial plan should be developed for each of the first three years of enterprise
6. *Projected balance sheet:* A snap shot of how the business stands financially at a certain point in time
7. *Break-even point:* The point at which total costs equal the net sales.

Enterprise: _____

1. Description of Product and/or Service and Competition		
Product and/or Service		Competition
What is it? What does it do?	What makes it unique or special?	How does it compare with the competition?





2. Enterprise Operations	Type	Resources	Cost	
			Money(\$\$)	Labor (hours)
Legal structure	<i>What is the formation?</i>	<i>What expertise is needed?</i>		
Labor	<i>What do you need?</i>	<i>Who will do it?</i>		
Production/operation and maintenances	<i>What is needed to produce selected product/service?</i>	<i>Where will it come from?</i>		
Natural resources	<i>What improvements/practices are needed?</i>	<i>What materials are needed?</i>		
Community links/partnerships	<i>What connections are needed?</i>	<i>Who provides it?</i>		
Enterprise Operations Totals			\$	Hours





3. Enterprise Marketing Plan

Product/service: _____
 Prepare an enterprise marketing plan for each service or product.

Target markets	Pricing strategy	Distribution	Promotion/advertising, frequency, and cost		
			Type	Frequency	Cost
Enterprise Marketing Plan Total					\$





4. Enterprise Funding Plan	Costs	Sources of funding <i>Where will the money come from?</i>	For debt financing: (Principle & interest) X month	Total Cost
Enterprise Operations	<i>From # 2 above</i>			
Enterprise Marketing Plan	<i>From # 3 above</i>			
Facilities				
Improvements				
Modifications				
New				
Enterprise Funding Plan Total				\$





5. Profit/Loss Plan											
Projected or Anticipated Income				Projected or Anticipated Operating Expenses							
Year	Expected net sales	Cost of selling product or service	Gross margin	A		B		Total Expenses Total A + Total B	Net Profit or (Loss)		
One	\$	\$	\$	Salaries/Wages	\$	Legal/Accounting	\$	\$	\$		
				Payroll taxes	\$	Insurance	\$				
				Empl. benefits	\$	Advertising	\$				
				Rent	\$	Bad debts	\$				
				Utilities	\$	Interest	\$				
				Car/delivery	\$	Depreciation	\$				
				Supplies	\$	Other	\$				
				Total	\$	Total	\$				
Two	\$	\$	\$	Salaries/Wages	\$	Legal/Accounting	\$			\$	\$
				Payroll taxes	\$	Insurance	\$				
				Empl. benefits	\$	Advertising	\$				
				Rent	\$	Bad debts	\$				
				Utilities	\$	Interest	\$				
				Car/delivery	\$	Depreciation	\$				
				Supplies	\$	Other	\$				
				Total	\$	Total	\$				
Three	\$	\$	\$	Salaries/Wages	\$	Legal/Accounting	\$	\$	\$		
				Payroll taxes	\$	Insurance	\$				
				Empl. benefits	\$	Advertising	\$				
				Rent	\$	Bad debts	\$				
				Utilities	\$	Interest	\$				
				Car/delivery	\$	Depreciation	\$				
				Supplies	\$	Other	\$				
				Total	\$	Total	\$				





6. Projected Balance Sheet			
Assets		Liabilities	
Current Assets		Current Liabilities	
Cash	\$	Accounts	\$
Accounts receivable	\$	Federal taxes owed	\$
Inventory	\$	State taxes owed	\$
Prepaid expenses	\$	Other current liabilities	\$
Other current assets	\$		
Total current assets	\$	Total current liabilities	\$
Fixed Assets		Long-term Liabilities	
Land	\$	Notes payable to bank	\$
Buildings	\$	Mortgages payable	\$
Less accumulated depreciation	\$	Other long-term liabilities	\$
Book value of building	\$		
Equipment	\$		
Less accumulated depreciation	\$		
Book value of equipment	\$		
Other fixed assets	\$		
Total fixed assets	\$	Total long-term liabilities	\$
Total Assets (Current and Fixed)	\$	Total Liabilities (Current and Long-term)	\$
Owner's Equity = Total Assets less Total Liabilities			
Owner's Equity \$			
Note: Total Liabilities and Owner's Equity must equal Total Assets			





7. Break-even point		<i>The point at which total costs equal the net sales</i>		
		Costs		Price per unit (product or each hour of service) \$ _____
Fixed		Variable		
Type	\$	Type	\$	
				To calculate break-even point (BEP): $CM = P - VC$ $BEP = \frac{FC}{CM}$
				<div style="border: 1px solid black; padding: 5px;"> <p> FC = Total fixed costs VC = Variable cost per unit P = Price per unit CM = Contribution margin per unit </p> </div>
Total Fixed Costs	\$	Variable Cost per Unit	\$	
<i>Fixed costs: Fixed costs have no relationship between a cost and the number of units sold. They are expenses you have to pay whether you sell zero, one, or many units.</i>		<i>Variable costs: Variable costs have a direct relationship between cost and the number of units sold. These costs change with the amount of units sold.</i>		<p style="text-align: center;">Break-even Point</p> <p style="text-align: center;">_____ Number of products/units</p> <p style="text-align: center;">or</p> <p style="text-align: center;">_____ Hours of Service</p>





1. Checklist of alternative enterprises

An extensive checklist of potential agricultural enterprises follows. This list is comprised of both agricultural enterprises that are known to be in operation in the western United States as well as others that may have potential in the West.

Proceed through the alternatives checklist with your client, at their discretion. If you are familiar with their operation, point out any alternative that you think has merit for consideration. Encourage the client to have all stakeholders (family, partners, etc.) provide input. When completed, have each stakeholder rank potential new enterprises in order of most preferred to least.

Field Crops

Feed and Forage:

- _____ Bird seed (sunflower, proso millet, reed canary grass, etc.)
- _____ Forage brassicas – turnips, rutabagas
- _____ Hay production (specialty, weed-free)
- _____ Kochia
- _____ Medics
- _____ Sainfoin
- _____ Switch grass

Fiber, Fuel, Edible and Industrial Oils:

- _____ Borage
- _____ Broomcorn
- _____ Canola
- _____ Castor beans
- _____ Comfrey
- _____ Corn (for oil)
- _____ Cuphea
- _____ Flax
- _____ Guayule
- _____ Jojoba
- _____ Kenaf
- _____ Lesquerella
- _____ Lupine
- _____ Meadow foam
- _____ Milkweed
- _____ Perilla
- _____ Safflower





-
- _____ Sesame
 - _____ Sunflowers
 - _____ Vernonia

Food Grains, Pseudocereals, Legumes, etc.:

- _____ Adzuki beans
- _____ Amaranth (food and feed)
- _____ Barley
- _____ Buckwheat
- _____ Dry edible beans (field beans)
- _____ Einkorn
- _____ Emmer
- _____ Field peas (food and feed)
- _____ Garbanzo beans (chickpeas)
- _____ Hops
- _____ Indian corn
- _____ Jerusalem artichokes (food and feed)
- _____ Kamut
- _____ Lentils
- _____ Malting barley
- _____ Mung beans
- _____ Organically grown grain of all types
- _____ Pearl millet
- _____ Popcorn, white and colored
- _____ Psyllium (medicinal)
- _____ Quinoa
- _____ Seed production – registered and certified seed, turf grass, etc.
- _____ Sesame (seeds)
- _____ Sorghum (syrup)
- _____ Soybeans, incl. natto soybeans for tofu and
- _____ Spelt
- _____ Triticale
- _____ Wheat grass
- _____ Wild rice

Specialty and Ethnic Vegetables

See also Field Crops

- _____ Asparagus
- _____ Baby vegetables
- _____ Cabbage
- _____ Carrots
- _____ Celery
- _____ Chinese water chestnuts
- _____ Cole crops (broccoli, cauliflower, Brussels sprouts, kohlrabi)





-
- _____ Corn, miniature
 - _____ Cucumbers
 - _____ Fenugreek
 - _____ Edible flowers
 - _____ Garlic
 - _____ Gourds, ornamental
 - _____ Gourmet vegetables
 - _____ Greenhouse production for out-of-season crops
 - _____ Heirloom varieties of any vegetable
 - _____ Herbs – culinary and medicinal
 - _____ Horseradish
 - _____ Luffa gourds
 - _____ Mushrooms – agaricus, shiitake, oyster, morel, etc.
 - _____ Onions (transplants, shallots, sweet, early)
 - _____ Organically grown vegetables of all types
 - _____ Oriental vegetables
 - _____ Peas and pea shoots
 - _____ Peppers – specialty types (purple, hot, sweet, etc.)
 - _____ Pumpkins
 - _____ Red beets
 - _____ Salad greens – mesclun, lettuce, spinach
 - _____ Sprouts (alfalfa, bean, etc.)
 - _____ Squash
 - _____ Sweet corn
 - _____ Sweet potatoes
 - _____ Tomatoes – specialty types
 - _____ Truffles
 - _____ Wasabi

Fruits and Nuts

- _____ Apples, esp. Heirloom varieties
- _____ Asian pears
- _____ Brambles – blackberries, raspberries, loganberries
- _____ Blueberries
- _____ Cranberries, currants
- _____ Elderberries
- _____ Gooseberries
- _____ Lingonberries
- _____ Melons – specialty types
- _____ Rhubarb products
- _____ Strawberries, day neutral types
- _____ Table grapes, seeded and seedless
- _____ Wine grapes for home wine-making market





Horticultural/Nursery

- _____ Bedding plants – annual flowers, herbs, etc.
- _____ Field grown cut flowers
- _____ Field grown mums
- _____ Flowers for drying
- _____ Greenhouse production
- _____ Hydroponic production
- _____ Organically grown bedding plants and fruit trees
- _____ Potted annuals
- _____ Native plants/wild flowers and seeds
- _____ Regionally hardy shrubs and perennial flowers

Agro Forestry/Forest Products

- _____ Christmas trees
- _____ Firewood
- _____ Lumber
- _____ Maple syrup production
- _____ Pine needles
- _____ Tree seed collection
- _____ Wild nuts

Livestock/Animals

- _____ Animal birthings for county fairs, expositions, etc.
- _____ Bull development
- _____ Commercial cow/calf
- _____ Direct marketing or livestock products to consumer
- _____ Goats
- _____ Heifer development
- _____ Horses
- _____ Pasture-based dairying
- _____ Registered cattle
- _____ Sheep/Lambs for meat, wool, milk (for cheese)
- _____ Starter yard for yearlings
- _____ Stocker operation

Exotic Livestock/Minor Breeds/Special Uses...

- _____ Beefalo (hybrid of buffalo and beef)
- _____ Buffalo (American bison)
- _____ Deer – fallow deer, red deer
- _____ Elk (wapiti) for meat and antlers
- _____ Fish bait – worms, minnows
- _____ Pheasant for release/restocking programs and meat
- _____ Alpacas and llamas for pack animals, hair, and pets
- _____ Boar





-
- _____ Butterflies (for gardeners)
 - _____ Fox - red, silver, and blue
 - _____ Goats for milk, meat, and hair (Angora)
 - _____ Horses – draft horse breeding, miniatures, exotics
 - _____ Mink
 - _____ Mules and donkeys
 - _____ Ostriches, rheas, emus
 - _____ Rabbits for meat, lab animals, and hair (Angora)
 - _____ Reindeer
 - _____ Snails (escargot)
 - _____ Veal, conventional and certified
 - _____ Water buffalo, yak, watusi
 - _____ Worms (for composting)

Poultry:

- _____ Balut (duck eggs partially incubated)
- _____ Chicken eggs partially developed (for Asian markets)
- _____ Doves
- _____ Duck – meat and pâté
- _____ Free range poultry of all types
- _____ Geese
- _____ Guinea fowl
- _____ Organically raised poultry of all types
- _____ Peafowl/Peacocks (feathers)
- _____ Pigeons
- _____ Quail/Squab
- _____ Turkey

Aquaculture/Fishfarming:

- _____ Aquaponics (combining aquaculture and hydroponic operations)
- _____ Bass, Trout, Catfish, Crayfish, Tilapia
- _____ Watercress and other aquatic plants

Pet and medicine related:

- _____ Blood products from animals, e.g., rabbits, chinchilla, horse urine from pregnant mares
- _____ Dogs (guardian)
- _____ Guinea pigs
- _____ Pet foods – crickets, meal worms, etc.

Wildlife-related:

- _____ Bird watching
- _____ Camera safari
- _____ Fee fishing ponds/reservoirs





-
- _____ Fee fishing streams
 - _____ Fish cleaning
 - _____ Fox hunts
 - _____ Game dressing
 - _____ Guiding and outfitting
 - _____ Hunting and fishing club
 - _____ Hunting lodge
 - _____ Ice fishing and huts
 - _____ Recording animal sounds
 - _____ Varmint calling
 - _____ Video taping of hunts
 - _____ Hunting/trapping enterprises
 - _____ Antelope
 - _____ Elk
 - _____ Deer
 - _____ Coyotes
 - _____ Fox
 - _____ Beaver
 - _____ Mink
 - _____ Muskrat

Farm and Home Enterprises

Services:

- _____ Direct marketing operations – U-pick, Community Supported Agriculture (CSA), farmstand
- _____ Composting services and products
- _____ Custom machinery work
- _____ Custom planting and care of window boxes and container annuals
- _____ Custom planting and care of vegetable gardens
- _____ Custom slaughter
- _____ Farmer's market
- _____ Feedlot
- _____ Gift shops
- _____ Home for children
- _____ Horse boarding
- _____ Motel units
- _____ Pet motels for large as well as small animals
- _____ Religious services held on farm, e.g. sunrise Easter services, weddings
- _____ Restaurant
- _____ Seed and supplies distributor
- _____ Taxidermy





Recreation and Education:

- _____ Archery range or course
- _____ ATV track
- _____ Banquet facilities
- _____ Barn dances
- _____ Barn raising
- _____ Bed and bale (customers and their horses stay)
- _____ Bed and breakfast
- _____ Biking trails
- _____ Boating
- _____ Bonfires
- _____ Branding
- _____ Breeding and training hunting dogs
- _____ Bunkhouse stays and mess hall
- _____ Business convention center
- _____ Campground
- _____ Canoeing, kayaking, tubing
- _____ Cattle drives
- _____ Caving
- _____ Center for research (lodging, classrooms, labs, etc.)
- _____ Chuck wagon
- _____ Conservation practices lectures
- _____ Cooking, canning, smoking demonstrations or schools
- _____ Cowboy and Indian re-enactments
- _____ Cropland tours
- _____ Cross-country ski trails
- _____ Cutting horse events
- _____ Dog kennels
- _____ Downhill skiing
- _____ Environmentally sensitive agriculture (e.g. recycling of farm waste)
- _____ Equestrian center
- _____ Exhibition of newborn farm animals
- _____ Fall color tours
- _____ Farm and ranch building tours
- _____ Farm and ranch stands (antiques, etc.)
- _____ Farm and ranch vacations
- _____ Festivals during peak harvest season
- _____ Fiddling
- _____ Fly fishing and tying clinics
- _____ Food processing plant tours
- _____ Games (horseshoes, etc.)
- _____ Golf driving range
- _____ Grandparent/grandchild experiences





-
- _____ Hay rides
 - _____ Herbal medicine
 - _____ Hiking trails
 - _____ Historical museum on site
 - _____ Hot air ballooning
 - _____ Ice sculpturing
 - _____ Ice skating
 - _____ Jeep tours
 - _____ Laser or paintball tag
 - _____ Lectures on herbs, gardening at farm
 - _____ Lumberjack skills
 - _____ Milking technologies
 - _____ Museum of old farm equipment on working farm
 - _____ Nature hike guides
 - _____ Obstacle course
 - _____ Orchard tours
 - _____ Pack trips
 - _____ Painting
 - _____ Petting zoo
 - _____ Photography
 - _____ Picnicking
 - _____ Professional workshops
 - _____ Pumpkin carving
 - _____ Ranch rodeo
 - _____ Ranch work (roundup, haying, fencing)
 - _____ Recreation activities for physically/mentally challenged
 - _____ Retreats (church groups, scouts, corporate, etc.)
 - _____ Rifle or skeet shooting
 - _____ Rock collecting
 - _____ Rock climbing
 - _____ RV park
 - _____ Sand or gravel pit
 - _____ Silhouette range (rifle and pistol)
 - _____ Sledding
 - _____ Sleigh rides with work horses
 - _____ Snowmobiling
 - _____ Snowshoeing
 - _____ Special Olympics events
 - _____ Sporting clays
 - _____ Sports camps
 - _____ Square dancing
 - _____ Star gazing
 - _____ Storytelling, poetry
 - _____ Survival training





-
- _____ Swimming
 - _____ Tennis
 - _____ Theatrical productions
 - _____ Tours for public, school children
 - _____ Tractor rides
 - _____ Trail rides
 - _____ Vacations on farm
 - _____ Vintage farming (old tractors, steam engines, teams of oxen)
 - _____ Wagon trains
 - _____ War games, paint ball
 - _____ Wilderness experiences
 - _____ Wildflower tours

Value-added Products/On-farm Processing:

- _____ Cheese
- _____ Cider and other apple products
- _____ Confections and candies
- _____ Corn snack foods
- _____ Crafts
- _____ Dried flowers, cultivated and wild
- _____ Dried fruits
- _____ Fresh or stone ground grains
- _____ Furniture, e.g. outdoor chairs, picnic tables
- _____ Honey and beeswax products
- _____ Meat processing, e.g. jerky
- _____ Sawmill
- _____ Soap making
- _____ Tanning hides
- _____ Toys from wood
- _____ Wheat weaving
- _____ Winemaking
- _____ Wool processing and spinning





B. Getting started implementation checklist

If you have decided to move forward with your agricultural business concept, the following checklist of basic implementation steps may serve as a reminder to some of the details facing you. As you read through the implementation section of this guide, modify the list, and be sure to check into your specific state requirements.

- _____ Protect your idea (patents, copyrights, trademarks, and brand names)
- _____ Finalize business name and structure. File “doing business as” (DBA) registration
- _____ Identify capital required, and seek necessary debt or equity
- _____ Secure facilities or equipment
- _____ Obtain insurance for facilities/equipment or other needs
- _____ Check state license requirements. Secure licenses, permits or bonding where necessary
- _____ Check certification requirements
- _____ Check local license requirements
- _____ Check zoning for business location
- _____ Obtain income tax information
- _____ Check on other local/state taxes that may apply to your business
- _____ Obtain federal tax I.D. number, if needed
- _____ If hiring employees, check on federal and state requirements





-
- _____ Check on environmental issues with regulatory agencies, if needed
 - _____ Check labeling requirements, if applicable
 - _____ Check UPC code requirements, if applicable
 - _____ Check to determine if you must comply with the American with Disabilities Act (ADA)
 - _____ Establish accounting system
 - _____ Establish bank account
 - _____ Publicize and promote new business
 - _____ Other: _____
 - _____ Other: _____
 - _____ Other: _____
 - _____ Other: _____





- b. Are these assets currently controlled by the reader? If not, how will control be acquired?

4. Who will be involved in the operation (e.g., on-farm/ranch versus off-farm owners)? In what capacity? Who may live on the farm/ranch? What rights and obligations are associated with this arrangement?

B. RANK THE RELATIVE IMPORTANCE OF THE FOLLOWING OBJECTIVES IN SELECTING A BUSINESS FORM FOR THE READER'S FARM OR RANCH

Instructions: Please use the following scale: 1 not important; 2 somewhat important; 3 important; 4 very important; or 5 would not select a business form that did not address this concern. The information on this page will be used by the owner's attorney in determining which legal form best address the owner's concerns.

Illustration: A business form obviously should not be selected if it is not legally available. A reader, operating solely in Wyoming, thus may circle question 3 as a (1). However, risk averse readers may rank it higher because they are concerned that the laws governing some of the newer forms has not been addressed by Wyoming courts. Similarly readers with lands or co-owners in other states may rank this question higher because they are concerned about how the laws of these other states will affect the business form they are considering.

1. Ease of Entry:	1	2	3	4	5
2. Simplifies Management:	1	2	3	4	5
3. Legal Availability:	1	2	3	4	5
4. Limit Legal Liability:	1	2	3	4	5
5. Generate Additional Financing and Investors:	1	2	3	4	5
6. Fair Distributions and Compensation:	1	2	3	4	5
7. Maximize After-Tax Income:	1	2	3	4	5





8.	Right to Withdraw or Transfer the Ownership Interest:	1	2	3	4	5
9.	Business's Duration (ex. Perpetual life) perpetual life):	1	2	3	4	5
10.	Estate Planning Concerns:	1	2	3	4	5
11.	Protecting Minority Owner's Interests:	1	2	3	4	5

The Reader's General Comments Regarding the Relative Importance of Each of These Concerns:

C. FARMING OR RANCHING TOGETHER.

Instructions: The remaining questions are for readers evaluating whether to operate their businesses with another. Answers to these questions will help them in selecting a business form and in preparing relevant management agreements for their business regardless of which form is selected. Readers should consider exchanging their answers with the potential co-owner(s) to discover similarities and differences in their expectations.

1. The Operation's Potential To Support Additional Co-owners.
 - a. How many additional co-owners are being considered?

 - b. What contributions towards the business will the additional co-owners supply (e.g., cash, assets, services, etc.)?





-
- c. Is the current agricultural operation or the operation being planned profitable enough to support the additional owners? What level of earnings would be sufficient?
- d. How will the contributions be made by the additional owner(s) boost the income of the agricultural operation? By how much? How/when will this occur?
- e. By what additional amount will these contributions raise the profitability of the business? Will this addition be sufficient to cover the needs of the current and additional owner(s)? If the answer to this question is no, what other sorts of contributions (e.g., loans, contract arrangements, etc.) or sources of income (e.g., nonfarm jobs) is the reader considering to make up the difference? What additional obligations will these arrangements create? Who will be responsible for them? Are these obligations acceptable?
2. Can the Reader and Potential Co-owner(s) Work Together?
- a. What is your vision of the future business operation with this co-owner(s) (e.g., business activities; division of responsibilities; etc)?
- b. What do you think the vision is of the potential co-owner(s)?





-
- c. What parts of the business operations might the reader focus on? What parts of the business do they think the potential co-owner would focus on? How will this be accomplished?

 - d. How will conflicts regarding the management of the business be handled?

 - e. What does the reader absolutely need in order to enter into this business together? What does the reader think the potential co-owner(s) answer is to this same question?





CHECKLIST 2:

DOCUMENTS TO EXAMINE.

- Historic balance sheets of the business (and any business that is to be merged into the reader's current operation).
- Historic income statements of the business (and any business that is to be merged into the reader's current operation).
- A pro forma balance sheet of the new business operation.
- A pro forma income statement for the new business operation.
- Five years of federal income tax returns for the business (and any business that is to be merged into the reader's current operation).
- Five years of other documents governing other local, state, or federal tax, filing or other obligations of the business (e.g., annual property taxes, corporation license fees, etc.) for the business (and for any business that is to be merged into the reader's current operation)
- A summary of existing debt and debt instruments for the new business operation.
- Copies of documents of title and other ownership interests of property (e.g., leases) to be part of the new business operation.
- Summaries of any other important documents or agreements:
 - Agreements with input suppliers.
 - Agreements with output purchasers.
 - Existing insurance contracts.
 - Employee wage/fringe/incentive/bonus contracts.
 - Current wills.
 - Buy-sell arrangements.





Table 3: Implementation Checklist.

Activities/Questions	Access Only	Access Plus Food	Access Plus Housing	Access Plus Rental of Personal Property
IDENTIFYING AND EVALUATING POTENTIAL EXPOSURES				
<input type="checkbox"/> What recreational activities will be permitted?				
<input type="checkbox"/> What is the likelihood of injury for each?				
<input type="checkbox"/> What is the magnitude (\$) of injury for each?				
<input type="checkbox"/> What legal duties does the ranch recreation enterprise have?				
<input type="checkbox"/> What legal duties does the customer have?				
SELECTION OF AN APPROPRIATE RISK MANAGEMENT STRATEGY				
<input type="checkbox"/> What particular tactic(s) can be adopted to minimize this legal risk?				
<input type="checkbox"/> What is the cost of this tactic(s)?				
<input type="checkbox"/> What remaining legal risk exists if this tactic(s) is adopted?				
IMPLEMENTATION, REVIEW AND REVISION OF THE RISK MANAGEMENT STRATEGY				
<input type="checkbox"/> Who will be responsible for implementing this tactic(s)? When?				
<input type="checkbox"/> What specific actions must be undertaken to implement this tactic(s)? How will implementation be established in case of a court action?				
<input type="checkbox"/> How will the effectiveness of this tactic(s) be measured? How will it be demonstrated in a case of a court action?				
<input type="checkbox"/> How frequently will this tactic be reviewed, revised, or updated?				

* Readers and their customers should prepare a separate check list to evaluate each tactic (avoidance, risk prevention or reduction, or transfer)





-
- Other desired documents:

